



Board of Directors Work Session  
 Heron Room, Bob Keefer Center  
 250 S 32nd Street, Springfield  
 Wednesday, November 20, 2019 6:00 p.m.

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I.	Call to Order	President James	
II.	Roll Call	Superintendent Wargo	
III.	Flag Salute	President James	
IV.	Adjustments to the Agenda	President James/Superintendent Wargo	
V.	Introduction	Superintendent Wargo/Teri Gutierrez/Jason Elissalde	10 mins
VI.	Where We've Been	Superintendent Wargo	5 mins
VII.	Ground Work	Teri Gutierrez	10 mins
VIII.	Game Plan	Superintendent Wargo/Teri Gutierrez/Jason Elissalde	5 mins
IX.	Communication Plan	Superintendent Wargo/Teri Gutierrez/Jason Elissalde	5 mins
X.	Next Steps	Superintendent Wargo	5 mins
XI.	Presentation	Michael Wargo/Jason Elissalde	75 mins



## MEMORANDUM

Date: November 14, 2019  
To: Board of Directors  
From: Michael Wargo, Superintendent  
Re: November 20<sup>th</sup> Work Session

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In preparation for the Board Work session scheduled for next Wednesday at 6 PM, I wanted to provide some background and relevant information, which I feel would be beneficial for a productive session.

The work session will provide staff with the opportunity to share with you presentations, training schedules and feedback regarding strategic priority #1 which focuses on positioning the district as a desirable place to work where employees have a high level of job satisfaction, as well as the culture of Willamalane. The results of the employee survey in late 2017, the Culture Task Force in 2018, and the recommendations from the Workplace Committee in 2019 shaped our current culture, communication and training initiatives.

During April, May and June of this year, another employee survey was administered and a recap of those results are included in the packet. The results, although not positive, are not surprising in that they mirror duplicative feedback from the 2017 survey. Based on the survey feedback we continue to see that communication, trust in management, training and development and positive employee interaction are all common themes. Results and feedback attached. We intend to use the constructive feedback as a guidepost and measure in creating opportunities for improvement.

Newly hired and promoted staff have been extremely proactive and strategic in addressing staff morale concerns and supporting staff in these periods of change and reorganization. As superintendent, I have made it my number one priority to address and support the health and well-being of the staff.

The survey results should not be viewed in a vacuum since 2016, Willamalane has been in a state of flux and transition as it pertains to the executive level of staff. I thought it would be beneficial, especially for new board members, to list the many transitions for a frame of reference. Below is a list of those changes which have had an impact on the operations and management of Willamalane at the leadership level (Supervisor and above). Additionally it is important to note that frequent changes, even positive and welcoming ones, can create anxiety and fatigue among staff. One lesson learned is change must be managed so that staff are aware of the why, what, when, where and how the change will impact them, the District and the community.

## 2016

### Management Team January 2016

- **Bob Keefer, Superintendent**
- **Eric Wold, Asst. Superintendent Parks, Planning, and Natural Resources**
- **Michael Wargo, Asst. Superintendent RSD**
- **Pam Caples, Asst. Superintendent, Administrative Services**
- **Bill Kunerth, Public Affairs Manager**
- **Rita Grimes, Executive Assistant**

### RSD Reorganization June 2016

- Eliminated three Recreation Manager positions (Fackrell, Schmidt and Levine)
- Hired four Program Managers (All internal promotions)
  - Early Childhood & Youth Programs: Ryan Taxara
  - Special Events & Outdoor Recreation: Kim Lyddane
  - Willamalane Adult Activity Center: Sarah Judd
  - Willamalane Center: Jennifer Holland
- Kerry Jack promoted from Coordinator to Supervisor Outdoor Recreation July 2016
- Jana Weaver promoted from Coordinator to Supervisor Special Events July 2016
- Ken Randall promoted from Electrician to Program Manager(AIC) July 2016
- Quentin Hogan promoted from Supervisor to Program Manager October 2016
- All Facility Maintenance transferred to Park Operations
- Superintendent Retires-Bob Keefer October 2016
- Nicole Gibson promoted to Director of Admin Services September 2016
- Pam Caples, Asst. Superintendent, Administrative Services retires December 2016

## 2017

- New Superintendent hired-Vincent Martorello January 2017
- Mert Mansur promoted from Pool Specialist to Supervisor February 2017
- Dania Ballard, hired as Finance Director-February 2017
- Michael Wargo, promoted to Deputy Superintendent- March 2017
- Rita Grimes, Executive Assistant resigns July 2017
- Eric Wold, Asst. Superintendent Parks, Planning, & Natural Resources resigns July 2017
- Bill Kunerth, Public Affairs Manager-demotion and resigns December 2017
- David Chadwick, Executive Assistant –hired August, resigns December 2017

### Management Team 2017

- **Vincent Martorello, Superintendent**
- **Michael Wargo, Deputy Superintendent**
- **Nicole Gibson, Administrative Services Director**
- **Dania Ballard, Finance Director**

## 2018

- Superintendent resigns-Vincent Martorello March 2018
- Michael Wargo named as Superintendent March 2018
- Jo Schutte, Executive Assistant-hired March 2018
- Quentin Hogan retires as program Manager Aquatic Facilities April 2018
- Eric Adams, promoted to Director of Planning, Parks and Facilities May, 2018

- Ken Randall promoted to Program Manager Structures July 2018
- Daniel Schewlakow hired as Program Manager Facility Maintenance July 2018
- Jodi Anderson hired as Early Childhood Supervisor September 2018
- Kendall Reid, Recreation Services Director hired October 2018
- Kenny Weigandt, Community Engagement Supervisor hired October 2018
- Jason Elissalde promoted from Supervisor to Training and Operations Analyst December 2018

### **Management Team 2018**

- **Michael Wargo, Superintendent**
- **Nicole Gibson, Administrative Services Director**
- **Dania Ballard, Finance Director**
- **Eric Adams, Planning, Parks and Facilities Director**
- **Jo Schutte, Executive Assistant**
- **Kendall Reid, Recreation Services Director**

### **2019**

- Dania Ballard, Director of Finance position eliminated, Dania resigns January 2019
- Nicole Gibson, Director of Administrative Services Director resigns January 2019
- Caitlyn Esping hired as Early Childhood Supervisor January 2019
- Kevin Suiter hired as Customer Service Supervisor January 2019
- Paula Davis, Business Operations Director hired January 2019
- Lisa Raffin, Accounting Supervisor, hired January, promoted February 2019
- Melissa Taxara promoted from HR Specialist to HR Supervisor 2019
- Sarah Judd Program Manager WAAC resigns February 2019
- Teri Gutierrez, Human Resource Manager hired April 2019
- Kenny Weigandt promoted to Community Engagement Manager April 2019
- Christine Crutcher Aquatics Program Manager retires April 2019
- Election of two new board members, Chris Wig and Renee Jones, May 2019
- Kim Lyddane Program Manager Special Events and Outdoor Recreation resigns June 2019
- Major Recreation Services reorganization, July 2019
- Joe Andrews Aquatics Program Manager hired August 2019
- Mert Mansur promoted from Supervisor to Program Manager Aquatics Facilities August 2019
- Jen Holland Program Manager Bob Keefer Center resigns August 2019
- Tracy Kribs promoted from Supervisor to Program Manager Events and Programs August 2019
- Chuck Dinsfriend, Manager of Information Technology hired October 2019
- David Kieffer promoted from Supervisor to Program Manager Recreation Services October 2019
- Whitney Hoshaw, Community Engagement and PR Supervisor hired November 2019

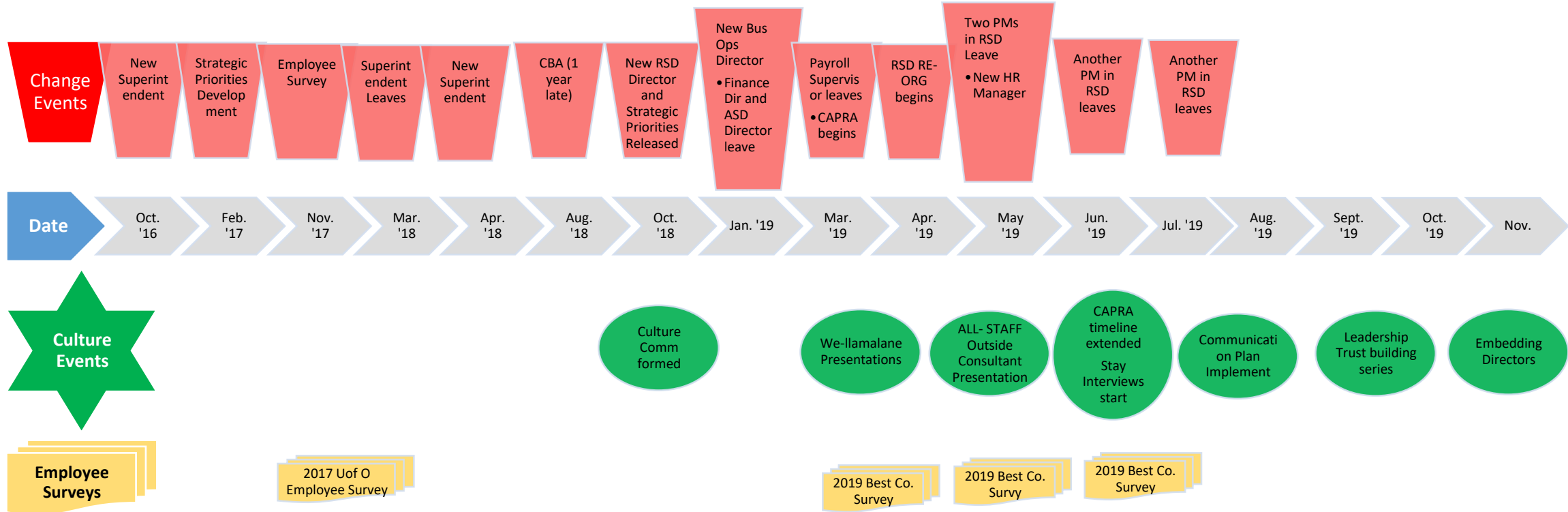
### **Management Team 2019**

- **Michael Wargo, Superintendent**
- **Eric Adams, Planning, Parks and Facilities Director**
- **Kendall Reid, Recreation Services Director**
- **Paula Davis, Business Operations Director**
- **Teri Gutierrez, Human Resource Manager**
- **Kenny Weigandt, Community Engagement Program Manager**
- **Jo Schutte, Executive Assistant**

I look forward to a productive work session and discussion.

Attachments:  
 Staff Changes  
 2019 Survey Results

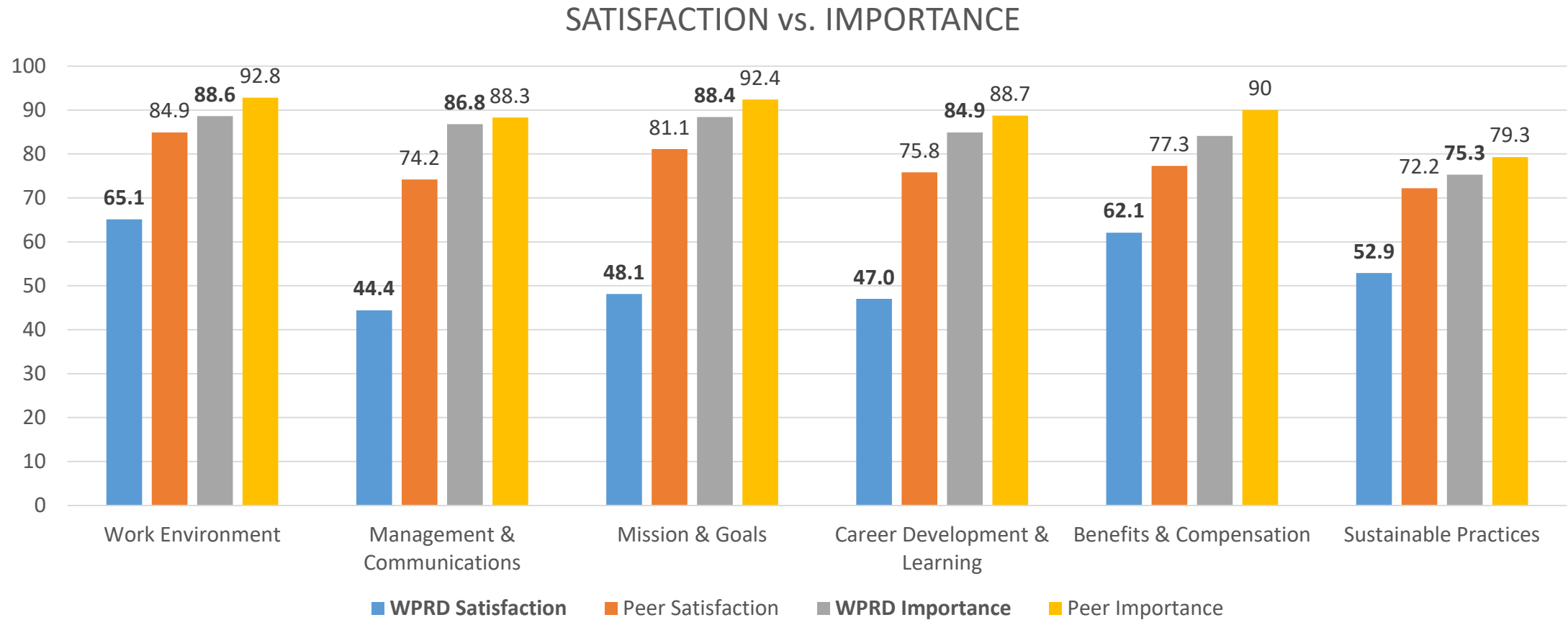
**Willamalane Management and Key Staff changes over 2 surveys (2017 & 2019)**



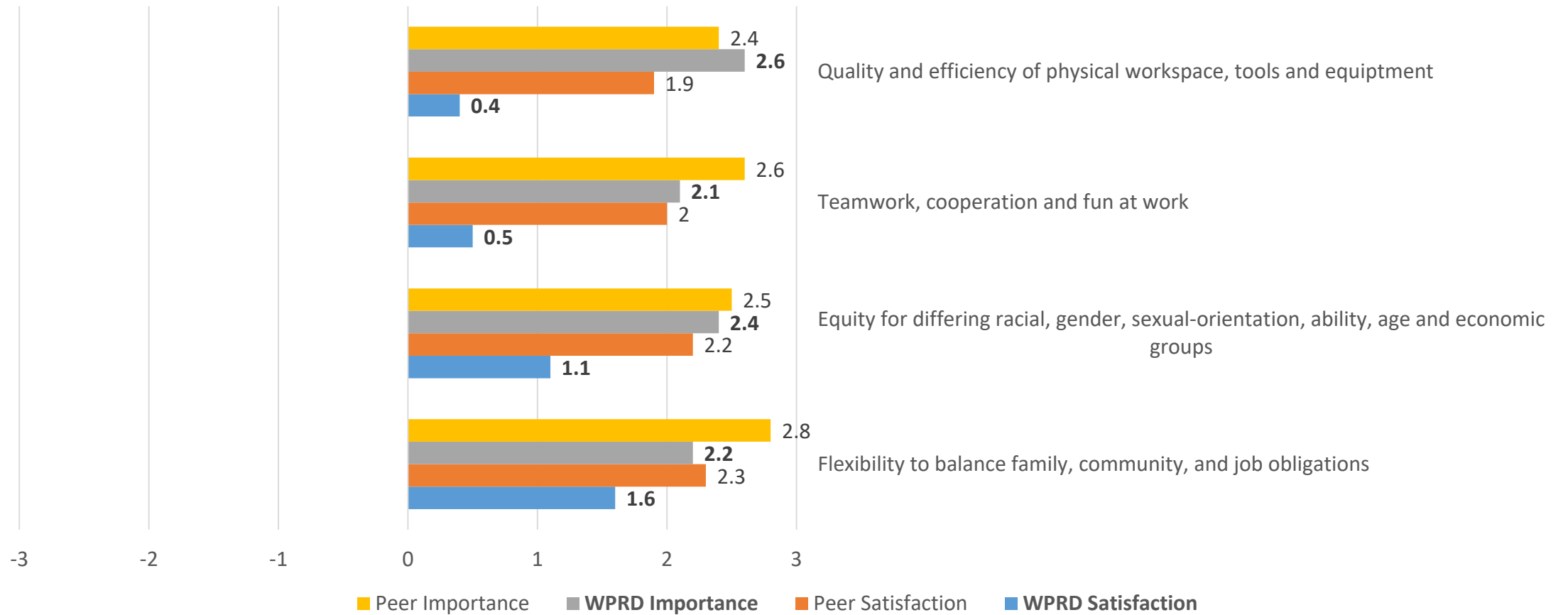
# 2019 Best Place to Work Survey Overview

- Overall Score 433.73 (out of 700)
- Ranked 49<sup>th</sup> out of 56 Large nonprofits
- 145 Employees filled out Survey

# Overall Scores-Satisfaction vs. Importance

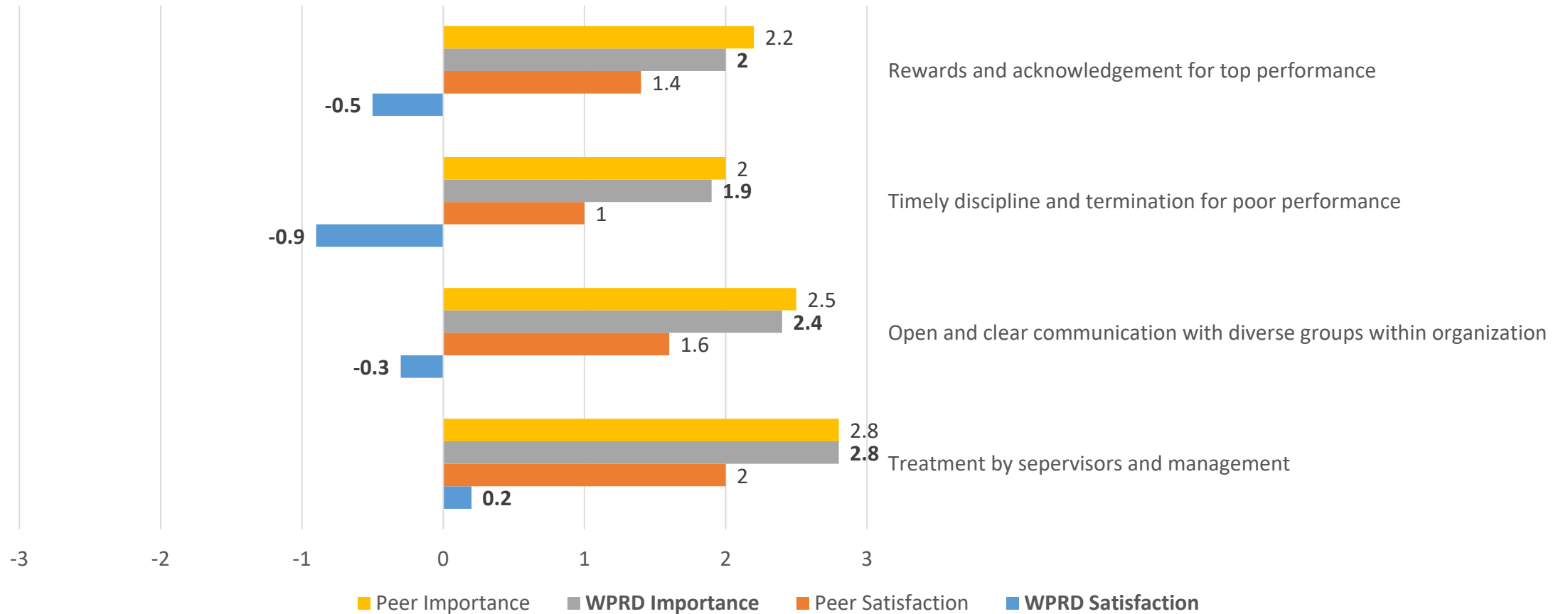


# Work Environment

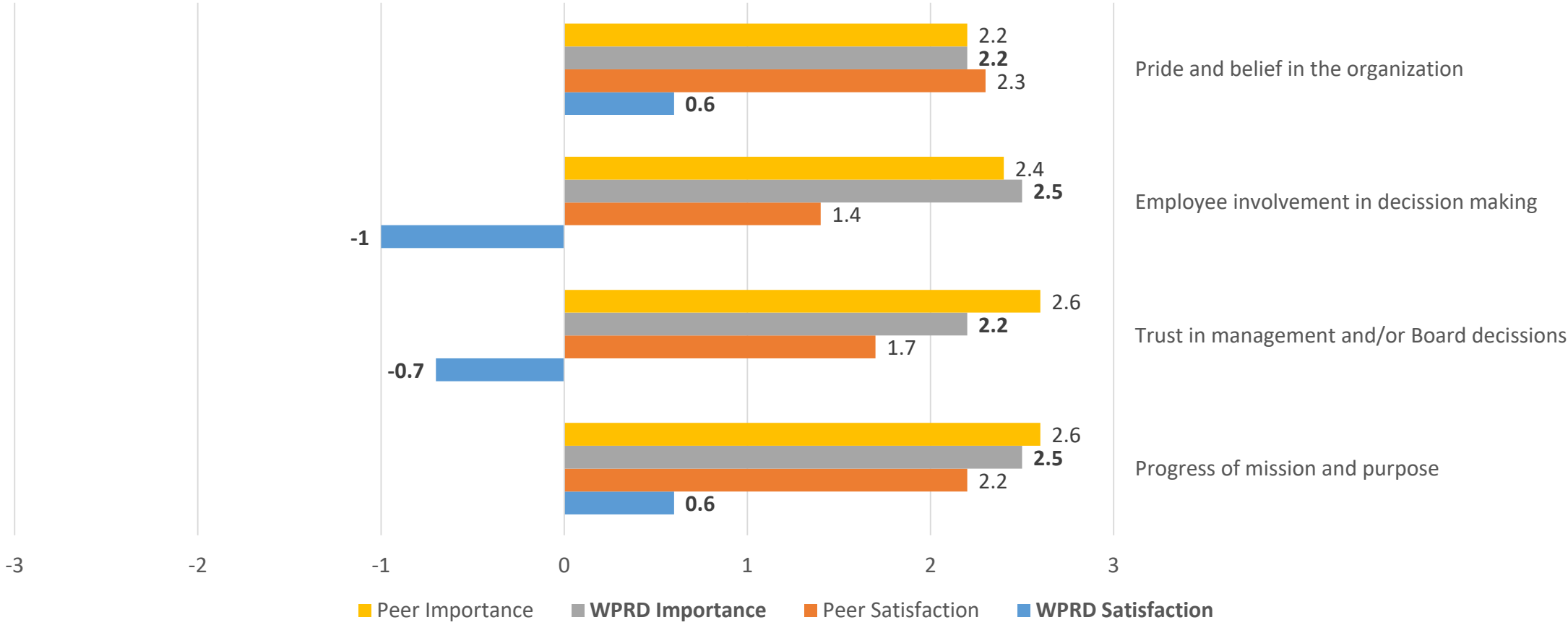




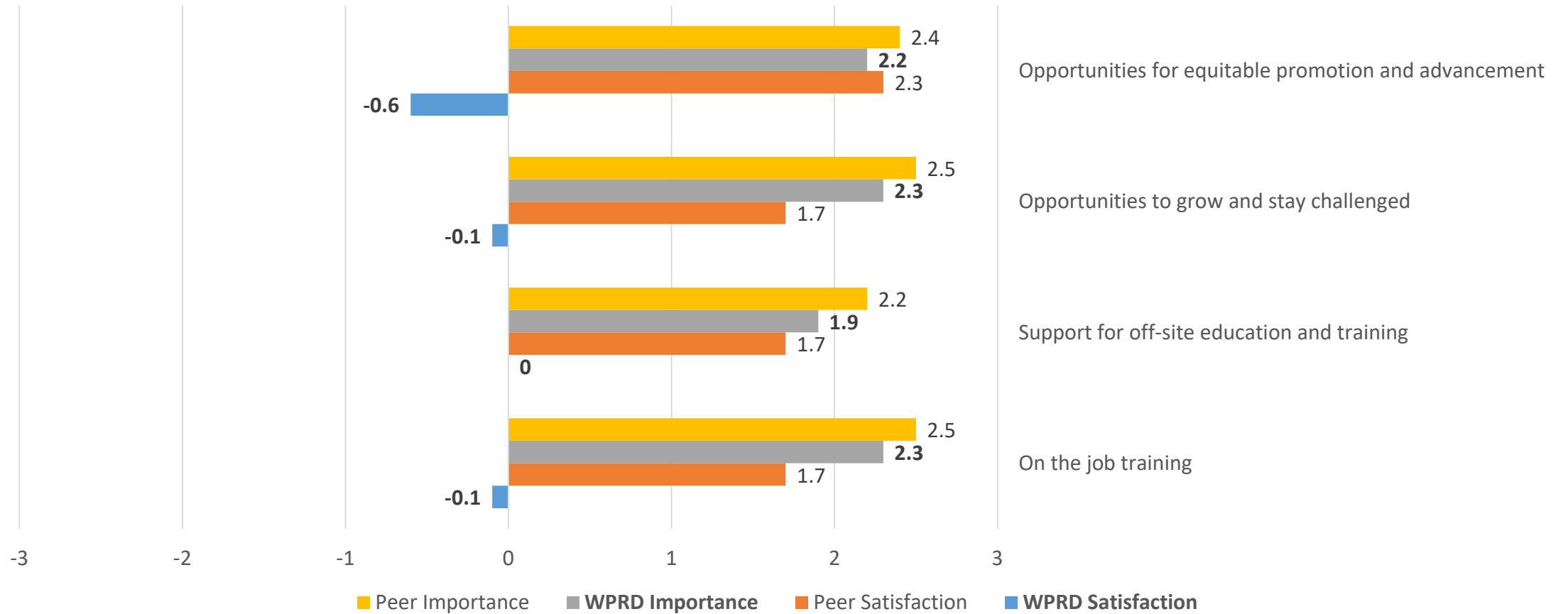
# Management and Communications



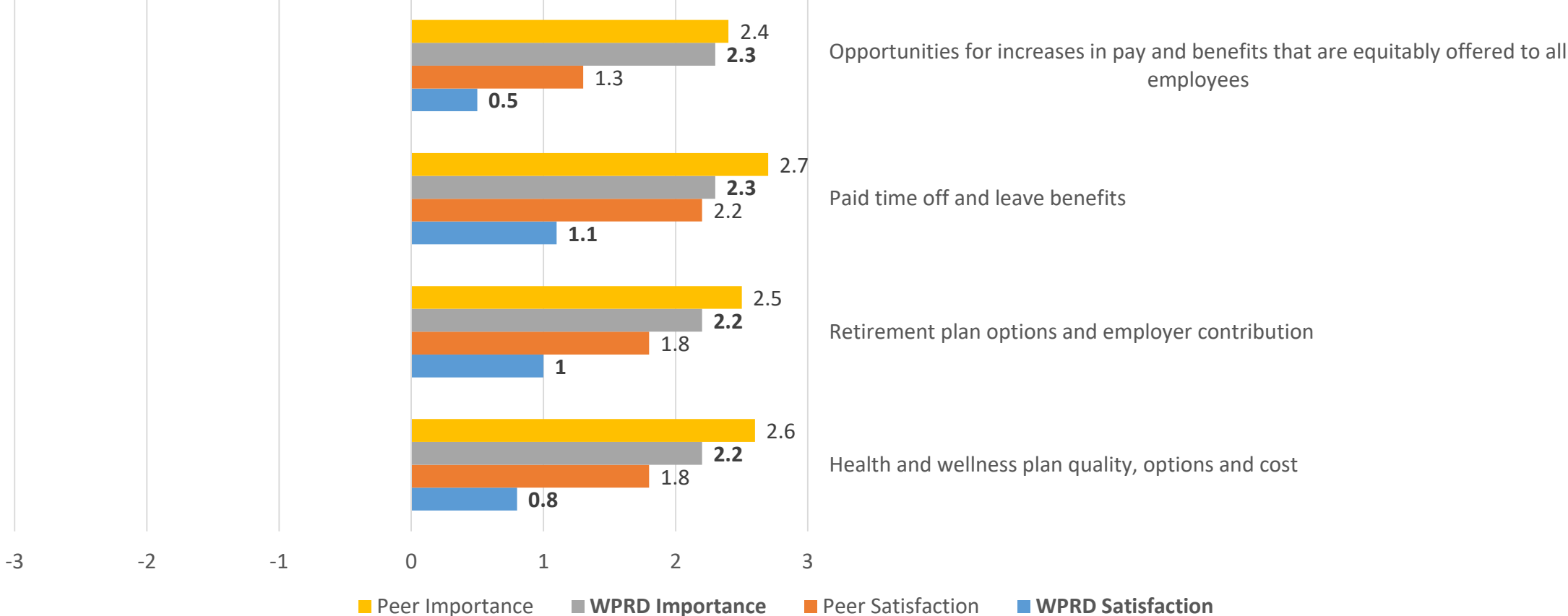
# Mission & Goals



# Clear Development & Learning



# Benefits & Compensation



## What Makes Us Great

The number of jobs, parks, facilities and programs is impressive. I like how it grows, and I like that the public views us as a need in the community.
I see that the members just love it there, and there are great relationships between the members. It is a great place for the community to bond and get healthy. My supervisors are wonderful, great communicators, and really have made me feel that I am important. I feel very welcome, and in return I want to be a part of the work there.
Broad and diverse services, programs and facilities to the community.
The flexibility and ownership of my position.
I feel that recent efforts have been made to improve the culture of the organization. I believe in our mission and my ability to impact my community.
Benefits.
<i>Location and Staff</i>
The people who deliver the services to the patrons and the frontline staff.
Willamalane has a great name behind it. The programs and parks make this organization thrive.
Frontline staff that I've worked with are great.
Multitude of parks and open space.
We are doing great things for our community, and everyone who works here cares for the community and cares to see the community benefit. They offer good benefits for health and wellness (fitness center, pools, free memberships for family members) and good work-life balance. They are supportive of employees who are parents, or who are in school.
The patrons and the parks and open spaces.
My organization aims to improve wellness and fun in the community, and I love the spirit of that mission. I think that almost all staff members embody that mission and strive to materialize it into tangible programs and projects.
Nothing.
We provide great services to the public, and we have great benefits and incentives for employees.
I got to go to a culture training and it was amazing! Totally made me fall in love with my job. The guy who gave it was amazing and really seemed to care about us even though he didn't work here.
I love my job! It is great that we are providing exceptional parks and recreation to enhance the lives of everyone we serve! Proud to be part of WE-llamalane!!! P.S. The guy who came to the pool to give the culture presentation was amazing!!!
Some amazing staff.
The impact we bring to this community is definitely our priority, and I think that it shows through the work the staff puts into it.
Many people can afford their programs.
Paid vacation and sick time.
I think that everyone here really cares about what they do and about others. I like that this isn't a high-stress environment, and everyone gets along well. Also, I think pay is fair, and time off is easy enough to get, which helps create positive work-life balance.
The offerings for children and families. The parks and special events.
The people we serve.
The way we are able to serve our community and provide so many options for every type of family.
The employees that still have heart for what they do.
We do great things for our community, and for the most part, we all love our community and are purpose driven to make it a better place. There are opportunities for advancement, and in-house promotions are attainable.
It's overall a good work environment.
The people.
I have really enjoyed the Willamalane presentations. Great reminder of why what we do is important and that we have the ability to impact lives.

## What Makes Us Great

Great attitudes, and they care about you and your family.
Flexible, positive and understanding.
ECYP management is friendly.
The workforce. Most of the workforce is young, and I find their enthusiasm for themselves and their future gives me hope.
The workers and staff.
My favorite part of working for Willamalane is the awesome staff I get to work with every day. A second aspect that I really appreciate is how inclusive our organization is to all people and all needs. Lastly, we like to have fun!
The scope and capability of programs, facilities and staff. Access to the community and community access to amenities. The potential.
The community that supports us. The staff who make the programs work and who are emotionally attached to the outcome of their work.
Full-time work, all the benefits, great employees. Love what we do for the community in pools, events, parks with green grass, good playgrounds and walk/bike areas, makes you feel good to be part of a great organization that provides so much fun/activities to a city!
Really enjoying all of the talk around understanding our "why." It is very inspiring and makes me want to love my job. That big bearded guy was awesome, and I hope we get to see him more. He was very motivational. Best meeting I've ever been to.
Offers programs that teach life-saving skills to all ages. Offers many different programs for fitness and for fun.
A lot of pride in what we do. Glad to see leadership forum return. Love the new focus on our culture. We do amazing things and we should be proud of them.
Every individual that I interact with, in my small corner of the organization (3-6 hours per week), does their own job well and with pride. I like the yearly employee recognition event; wish more people would attend.
Outdoor recreation opportunities.
Locally accountable.
Willamalane contributes to the whole community through unique engagement beyond just the sites they directly manage. Their community outreach is excellent, and they have a great reputation for consistent improvement.
It used to be more awesome and less stressful to work here.
The people who want to come to work and make a positive impact on the community.
We provide tons of programs and classes for all ages.
It's a fun place to work. I feel appreciated by my coworkers and higher personnel.
The staff who work directly with our patrons.
The way we deliver experiences to our patronage. We strive to deliver exceptional experiences with regards to being fun and mindful of our goals/mission.
One of my supervisors is particularly outstanding, kind, and I feel she values my work. I also love that we serve a somewhat diverse clientele (in terms of age and socioeconomic status, though not very diverse in terms of race, gender, sexual orientation and other markers). I like that we offer affordable programs to people who might not otherwise have access, and many of the staff are kind and outgoing.
They care as much about the employees as they do their patrons. Employees' benefits are outstanding. Making the district a fun yet safe environment for families is very apparent.
It's a great place to work.
Great work environment!
My organization has a great work environment, and my boss is always working hard to make our workplace a good environment to be in. What makes this environment so fun and inviting is the attitude they have but also the appreciation they have toward us, that they show with food. Ha!
The caring people who work here as well as people within the community. Seeing everyone who walks in these doors with a smile is the best. I have never had a bad experience here.

## What Makes Us Great

Working for Willamalane used to be great. When I started working there back in 2011, they cared about their employees and how they grew in the positions. As of now, our supervisors don't care if we have the amount of hours we need to survive. They care about saving money. What they do is lower the people's hours who have been there the longest (the ones who make the most) and give the majority of the hours to the new members of the team simply because they don't have to pay them as much. Working for Willamalane used to be so fun and something I was able to look forward to every day. Lately it's all about how to save money and pinch pennies, and it's not about the work we do. It's about the amount of money we bring in, it's about the amount of money we spend. It's not about the job at hand, it's about the politics behind the job. I am ashamed to work for this company anymore

The camaraderie and caring nature of coworkers; impact on community is positive and high.

What we do for the community; the coworkers who actually work do a fantastic job at what they do.

We are here to serve the community.

I love that we provide programs, services, and events to the community.

The mission of our organization is a great mission, and I feel privileged to be part of supporting it.

We have a great cause. The work we do every day absolutely benefits our community, and it's empowering to be a part of it. I also feel great trust from senior management to perform my job, take risks, and utilize my skill set without fear of failure. Willamalane is a great place to work!

All the different ways that we connect with the community (parks, programs, facilities and services). The high level of programming that we offer to help meet community needs.

Willamalane has the ability to reach the community in order to enhance their recreation experience. As the primary provider for recreation in Springfield, we do our best to offer our patrons what they want and need.

The community and their support of us.

We have great potential to change lives in the community for the better.

The care for its community and how it positively affects people's lives.

We have a very mission-oriented organization, and I appreciate that every employee we have at every level of pay and responsibility is dedicated to providing our visitors the most Disney-like experience we can.

The benefits it affords the community that we serve.

The staff understands the importance of the mission of our organization and truly tries to make the best product to provide for the community. The salary is above or equal to the rates of other similar organizations in the region.

The community we serve, our mission and the people who work here.

My immediate co-workers.

The product we provide is vital to the community and greatly appreciated, and it is benefiting the overall health of the people in the area.

Providing services for the public, assisting those in need.

Serving the public.

What makes Willamalane great is its ability to provide services that the community truly enjoy, with constant attention to evolving how we meet the community's expectations. Internal teamwork, an ability to maximize use of resources, and partnerships with outside organizations are essential parts of Willamalane's success, and are key aspects of what makes it a great organization.

The quality of the parks and programs for the public, and the compliments we get on behalf of the district from patrons who express gratitude for these things.

The people we work with — we are a committed, passionate group of folks who love recreation and sharing it with others. We are amazing! The support of the patrons and the community. They love us, and we love them! The "feel good" nature of what we do — it keeps us coming back for more. We are helping people in so many ways. The flexibility within the budget to do creative things (sometimes) — I always appreciated that we are not a "zero-sum" budget org and can look for opportunities to make things happen and grow. Forward looking, encouragement of professional development — thank you!

Allowed to have fun at my job and help the community.





## What We Can Improve

<p>Willamalane has currently gotten very micromanaged, and it makes it very difficult to be efficient and positive. Departments have gotten more divided internally and with other departments. The amount of paperwork to complete anything now requires more signatures and more sheets, which makes simple things now take weeks and sometimes months to get done.</p>
<p>Promotions get offered to people just off of probation (without applying for the new job) when others apply to move up in their own departments and don't even get interviewed. The thing personally that I feel directly applies to me is talking to upper management — they won't respond to me. I'll ask for something via email that I need in a timely manner, and the answer either won't be given or it will be given to my manager to tell me. It's very insulting, like I'm not high enough to be worth their time. The morale in the community and maybe other facilities might be high, but at my building, the morale is very low and the turnover rate seems to get higher and higher. I love Willamalane and my team, but I'm disappointed by what is happening behind the scenes.</p>
<p>Recycling and reusing products used at schools. A better way to dispose of the food we feed to kids. Way too much food gets wasted in this program.</p>
<p>Gathering input and feedback from the community on how to improve service and ensure we are providing health and recreation needs.</p>
<p>My managers never listen to my opinions or suggestions. They could care less about me and my fellow co-workers. We barely ever get any recognition. Maybe an occasional thank you. And our new director seems to be out to get us.</p>
<p>Management (directors and above) do not embody the culture or mission of Willamalane. They sit in their offices and make no effort to interact with staff or our public. Morale is at an all-time low because management does not seem to care about the people who work here.</p>
<p>Employee retention, advancement, and training.</p>
<p>Communication from the top to the bottom is very poor. For instance, added paperwork and approval processes were added, and no one bothered to see how this would impact programs. This information and approval is already provided with initial payment approval and now it has to be done twice. Increased oversight is OK, but the vision or an explanation would be helpful.</p>
<p>Consistent recognition for low-performing staff and people who have horrible work habits. High-achieving staff and high earners are not recognized. External hiring is now an exclusive practice. Exempt staff are reclassified and promoted regularly, but little to no attention is paid to exempt staff to get them in positions where they can excel in their career. Workload is a constant increase and recognition is not given to those who take on more voluntarily.</p>
<p>What direction are we heading in? Seems like there have been moving pieces in the upper management for way too long. There has been no consistency up top. I feel like we hire people who don't really have love for and knowledge of this town. It seems like we are being forced to be money hungry and money driven, rather than providing quality programs for this community. There has to be a happy medium between big corporate feel and park-and-rec atmosphere. We are definitely not there. Too many people are not happy being here and do not enjoy coming to work.</p>
<p>Organization, processes, procedures, and consistency.</p>
<p>There is no transparency from the Management Team (directors and superintendent) to the rest of the organization. Decisions are made by an inexperienced Management Team (directors and superintendent) without talking to key people within the district or without consulting the District Policies and Procedures Manual. The Management Team (directors and superintendent) undermine the program managers and supervisors. They do not support them publicly or privately. There is a lot of "do as I say, not as I do." The communication from the Management Team (directors and superintendent) to the rest of the district is nonexistent. There are decisions made that require supervisors/program managers to implement without clear direction (no memo, no email). This results in everyone doing something different because it is communicated differently to us from our director. The superintendent is not involved. He does not engage with staff that are not his direct reports. When he gets time in front of the staff, he does not tell them how great the organization is or all the great stuff the district has accomplished, he talks about himself. He seems to care more about himself than he does about the community, the district or the staff. He preaches transparency and accountability, yet he does not hold his staff accountable. He withholds vital information from the team while large decisions are being made that impact the district (CBA), which results in a bad outcome, and then doesn't take responsibility for his role in it. There is no trust for the Management Team (directors and superintendent). It seems like it is them vs. the rest of the organization. They do not make decisions with Springfield taxpayers' best interests in mind. Money is being spent on food for every Leadership Forum and lots of other random meetings, while staff are being told to cut expenses to programs (which is the revenue component of the district). The Board is not engaged and does not seem to care what is going on at this point. They made a point to come to staff meetings after the last superintendent left saying that they wanted to be more engaged and involved, and yet we have seen nothing different.</p>

## What We Can Improve

Better communication; pay based off of education and experience, not just annual increases; no favoritism; and for upper management to listen to and spend time with frontline staff in order to better understand frustrations, offer support, etc.
Make a true not-for-profit business and get rid of the good old boys' club at the top.
The organization is very "clique-y," and it's as if there is a club. If you're in the club (friends with higher-ups or related to higher-ups), you will move up and get promoted. If you're not in the club, then you're stuck where you are, no matter how hard you work. Hard work isn't really appreciated by management. You may get a kudos from your supervisor, but other management won't recognize you. Front desk staff are very mistreated. Nobody in the back offices bothers to know your name. Front desk staff are treated like they're very disposable, or temporary. Hard work isn't noticed or appreciated by anyone other than our direct supervisor, and he doesn't have the ability to make the changes that are needed at the front desk because the people above him won't allow for any changes to be made. The front desk is simply just not appreciated, and underpaid.
Management's focus on making money instead of providing the best services possible for the community. Stop the continued addition of higher- paying positions while simultaneously reducing hours and benefits to lower-level employees. This does not feel like a nonprofit at all. Staff are continually jerked around by the whims of the newest flavor-of-the-month management idea, and very often the knowledge and opinions of existing staff are ignored. This leaves staff feeling like they are unappreciated, and it creates extra work as each new supervisor or initiative seeks to "re-create the wheel." All this while at the same time cutting staff time and budgets in order to cover the cost of ever-growing administrative staff.
Communication between employees. Including employees some of the decision-making. Rewards and acknowledgement for employees' hard work. All employees should be included in receiving rewards and incentives.
I would like to see more services and support for our Spanish-speaking community. I think that it would be great to offer incentives to employees who learn to speak Spanish, including paying for Spanish language education at a community college, so we can serve a wider range of people. I also feel that we sometimes treat unhoused individuals as a nuisance and use a "move along" approach to make green spaces more palatable for visitors with more means. I'd like to see more programs that welcome and uplift unhoused people in our community. Even free showers at our swim and fitness centers would mean a lot.
The board of directors, the directors and superintendent. Afterward, the communication and trust in the organization as a whole needs to be mended.
This place is great to work at if you get the exact position that you want and do not want to move up at all. Trying to figure out what things you need to learn to become more qualified for a position you would like to work toward is a joke. Upper management seems to only use assumptions to develop their world view and have zero clue about how much their poorly thought-out decisions affect the entire district. Also, my manager has no clue about the skills I have developed in my time here. I have heard him tell people that I need to learn how to use certain equipment that I have spent 5 months using every single day. If you want to move up in this place, it seems you have to do more ass-kissing than actual work, and that's the most frustrating thing for me. Also, our parks director seems to get unreasonably angry and tries to just get us in trouble. Thankfully, we have the union, as they have saved us from the managers trying to overstep their boundaries many times now. Would be sweet to have managers who actually were capable of understanding the contract.
There has been a disconnect with communication between management and employees. I also feel like the atmosphere is not as fun and teamwork oriented as it once was.
More motivational opportunities.
More trainings!
Training, employee growth, competent and engaged upper management.
Staff retention is not great right now. The positions that have been vacated are challenging to fill because of the great work that was done by those who have left. Expectations may be too high for new applicants, or there is not enough opportunity or security for existing staff moving up into those roles.
Keeping supervisors in the middle school sports program, better communication, talk directly to their employees instead of going through other people, actually trying to find out what is going on in a situation from the employee involved.
Communication, training, same information district wide — not just building wise. Taking employees' opinions and thoughts into consideration when making major changes, as they are the face of the company and deal with the public.

## What We Can Improve

I think we could do a better job of connecting as a district. Many employees feel "left out" because BKC staff do all kinds of things for birthdays, etc., and folks in preschools and kids club, at the WAAC, and otherwise out of the office won't be aware until later. Additionally, I think we need to find a way to offer healthy, local snacks as part of our sustainability statement. I do also feel that there is a lack of emphasis on sustainability throughout the district.

Compensation. It is very low. More opportunities for people to move into management and administrative positions. More employee input. People doing the job should be the ones making and creating policies and procedures.

Management and supervisors should have experience doing the job of the people reporting to them.

I would like to see more women in the highest leadership roles and management levels. I also believe we should have more Spanish resources.

Inner workings, namely training and communication.

Leadership implementing widely perceived negative changes (that serve no purpose to increase the quality of service to patrons) during a time of low morale only serves to make morale lower, especially when our employee activities have drastically decreased and most feel underappreciated.

When it comes to wages, they blanket everyone depending on the department and job title. Working in one facility comes with a completely different job description over working in a different facility, even if the job title itself is the same. It's unfair for there to be these blanket wages when some people are required to know much more, do much more, and handle much more than others. Also, raises should be based on merit rather than a blanket raise for everyone each year. It's very discouraging to know you are working harder than someone else and there won't be any extra payoff for you.

Equal pay! And for supervisors to do something when we report a fellow employee. When they don't, it creates a very hostile work environment. Fix the hostile work environment!

It has become too hard to get time off when needed. Would like to see more team-bonding activities.

The training.

There is no communication, and we get completely forgotten about in aquatics. We haven't had a manager in months, and no one is telling us what is going on.

Keep weeding out the cancerous people, because the workplace is almost perfect...except for your traditional pessimist.

Supporting sites. Following through on promises and supporting staff better.

Our activity leaders are really underpaid compared to others in the same industry.

I would like to improve communication between employees that are providing direct service to the public and management. I find many of my co-workers have excellent ideas for improving service, but there is currently not a good way to bring those ideas to fruition. I would like to improve communication between my specific work group and the customers they serve. It is difficult to provide good customer service when our duties prevent us from interfacing with the very customers we are there to serve. I would like to improve compensation in our job classification. For example, my work group is told how vital their function is, literally life and death, their attention to duty cannot stray for even a moment, but they're paid minimum wage. I would like to improve clarity and understanding of the work expectations of my work group. For example, employees in this work group are not to work full time, yet we are told daily, and called daily, because there isn't enough staff to adequately maintain required coverage, therefore requiring many in the work group to exceed the total number of hours they were asked to work. I don't think you can have it both ways.

Communication skills and involvement of the staff.

Having more staff to fill up sites and more subs so people won't have to be moved from their sites and getting notices the day of that they have to move locations. It really throws off what they planned for the week and makes it harder on the site that lost a staff member. So having more staff would be super helpful to prevent that from happening in the future.

Egos. Everyone thinks their way is best, that they alone know the right way forward. Nobody is listening to each other, to compromise; nobody is hearing the challenges, giving credibility to struggles, or showing trust that program staff actually know what they are up against. We need to relearn how to play nice as a team — that has all been lost by the "overhaul" mentality. Shifting responsibilities or gaining certifications does not make people want to work here again.

## What We Can Improve

Management creating organic relationships. Management asking for input and using said input. Directors who will take the chance to greet and communicate with staff in passing. Opening up from a strictly professional environment to something that reflects our mission and the work we do. Dress codes are the least of our worries, but coordinators and below are often participating in the activities they run or doing physical work. Slacks and chinos show the dust and dirt from the work we do more than jeans do, thus making us look sloppy and ruining our good clothes. Dress shoes are not comfortable when we are moving and walking around or spontaneously asked to step into work in a program. I don't believe that the required dress code gives us any street cred with our patrons. A little input from employees on parks, structures and in general items like this, because things like that have a lot of impact on workload/flow, time, cost and morale. A lot of people work these areas every day, they understand what it takes and how to make things better safer, easier, productive. Plus it makes you feel like you're a part of the organization, not just an employee. Thank you for listening. WE-llamalane.

Communication. We never seem to know what is going on. Management needs to come around more. They make decisions but they have never taken the time to understand what we do. So how can they tell us how to do it better? Especially when they do not ask for our opinions before deciding.

Breach the gap between management and employee. Majority of aquatics employees do not know who our upper management people are.

I have an amazing relationship with my direct supervisor, but I have absolutely no trust in the management team. They act as if they are not part of the team and that they are better than everyone. I find it incredibly inappropriate that the superintendent plays golf on the weekends with certain members of staff, and it creates a lot of tension within the team. Something really needs to be done about this as it is incredibly unfair for certain members to have access to Michael that no one else has. He should know better.

Livable wages. Acknowledgement of contribution of untraditional recreation. Need for diversity in project planning. Access to diverse outdoor recreation for underprivileged children, adults, and families. Communication between upper management and on-the-ground staff. Discounts for employees without limits on special programs. Better financial planning and rainy-day funds.

Community awareness.

The terrible treatment of staff in the last couple years. More work, no pay increase to support the additional work. Little chance for advancement.

No investment in staff through education and training. There is no consideration of employees' family life when scheduling is done, only what's best for management. Little to no communication happens with staff after all of their meetings.

Everything always feels secretive with all the closed-door meetings. There is a huge disconnect between working staff and management. They have no idea how hard we work because they're always in meetings and never stick around past 5. They don't bother lifting a finger to help us when we're busy because they can't get their fancy suits dirty. Why should I give my best when treated like this?

Hoping the upper management people will stop acting like it's a bother to interact with anyone that's on a lower level than them. I feel like the ones above the program manager level just ignore or walk past most people and won't interact unless the "lower person" greets that person first. Every time we see a higher-up like that show up, it makes us nervous because they are only there because there is a problem. I don't think the

super-high-up dudes know my name or even care about me or what I do to make the workplace and parks great for people who come to the parks.

Communication between the management of different facilities needs to improve. Nothing cripples a crew more than an email saying, "Sorry, this is last minute, but XXX requested this to be delivered for an event TODAY." We need to raise our staffing levels to match the land that was added during the \$20M bond measure. We can get every award and training under the sun...if you are understaffed, people get overloaded, and that is how we lose great employees. We need to stop comparing ourselves to places like Eugene and Tualatin; it is an unhealthy habit. In all staff meetings, those towns are placed on a pedestal, then we all act shocked that people leave for Eugene. Willamalane has always been the district that others looked up to, and I still feel that no one does what we do with our staffing and budget levels.

In the past we have offered many things at a reasonable price, but it looks like prices are being raised across the board. We are not an "athletic club" and shouldn't try to outprice our lower- financial patrons. The interaction between higher- ups and regular staff needs improvement.

Numerous staff members don't feel valued or important to them. Higher-level staff don't communicate or get to know all levels of workers, making me feel unimportant and inferior. In my experience, program managers and above don't greet or interact with lower-level staff, and I feel dismissed and not worthy of their time. A ton of other employers have a better insurance plan and benefits package, making me want to look elsewhere for my career job. In years past, we have had employee recognition parties off-site to show appreciation of our hard work. Now we have them in the gym at main center. I feel that we as a staff are not appreciated enough to splurge on, which doesn't help morale. We provide a ton of things for families, but not enough things for families of adults only who would like to attend a festival or event child free.

## What We Can Improve

<p>It would be nice if "higher-ups" would treat those who are not supervisor and above with more respect as people. Lots of times, information is not given to those below a supervisor, and then when we don't know a certain thing, a supervisor will say that it was talked about in their meetings and act like we're an idiot for not knowing about it.</p>
<p>Very demeaning sometimes. We used to have all- staff meetings, which we haven't had in a year or two. Some of our staff have never been to one, mainly because they work during that time or they have only been here a year or so and haven't experienced it yet. I think that it's good for all staff, no matter what level, to communicate with each other at other times than just disciplinary times. To me, when higher-ups don't acknowledge you in the hallway, or take a minute to find out what your hobbies are or why you like your job, or what's lacking in that area, it seems as if they can't be bothered with that. I feel it's the real, true foundation of a team being built up to be stronger in the community. If you don't feel truly valued, you can't truly value your job and what you provide to your community.</p>
<p>Since it's a big organization, having more employee involvement. I think since there are so many people, the average employee doesn't get to attend events/meetings or have their voice heard.</p>
<p>Management's lack of attention to spending where needed to directly impact patron benefits.</p>
<p>More opportunities for part-time staff to distinguish themselves through idea sharing and contributions.</p>
<p>Hiring, rehiring, and wage-adjustment processes have lacked transparency and fairness, and this has left me feeling odd about (and even doubting whether I should continue) working here. I would also like to see more diverse people informed about the services we offer, such as people of color, LGBTQ+ people, and a broader range of ages (e.g., young adults notably absent).</p>
<p>A greater focus on wellness within the organization.</p>
<p>Communication needs to be better, including a feedback loop.</p>
<p>It is no secret we need more staff to fill the gaps in between shifts we have, but we also need new pool mats, better walkie-talkies; the lifeguards would also like better uniforms, tank tops specifically. I believe our environment is good, we just need better tools.</p>
<p>More staff to cover shifts.</p>
<p>I would like to see more employee appreciation. I would like to see the people who work hard be appreciated.</p>
<p>Communication to all levels of staff, clear organizational goals and objectives to execute annual/daily tasks, trust and transparency.</p>
<p>Management is a mess, we cannot keep staff employed at all levels, nothing gets communicated down to the lowest levels, nothing is transparent about why things are happening, too many "reorganizations," a lot of micromanaging, management doesn't trust people to get their jobs done, everything is about the bottom line and trying to make tons of money, clearly do not care about employees or what they do, don't listen to suggestions, don't try to bring employees together, don't put place in succession plans for when people leave.</p>
<p>We have lost track of the best interests of the community.</p>
<p>I would like the communication within Willamalane to improve. I feel there is a lack of it when it comes to higher positions and frontline staff.</p>
<p>We're definitely an organization facing a lot of change and transition. As a result, there's a lot of new processes, and not everyone is comfortable with the change. While this causes some added stress to working here, I believe we're headed in the right direction, and I'm definitely onboard to ride with these changes.</p>
<p>Improve the evaluation process of programs, services, and personnel changes. I think that we can do a better job at analyzing outcomes to changes prior to making a decision. We seem to be making a lot of changes at a rapid pace without evaluating the impact of the original change. This applies to internal organizational changes, personnel, programs and facility changes.</p>
<p>Improved transparency from top to bottom, improved communication from top to bottom, increased trust within teams and from management down; improved efforts to hire effective leaders and management team members, share district goals, vision, progress, etc. with all levels of employees; serve the community — listen to their needs/wants, build relationships, earn those votes or there will not be a next bond measure. Willamalane has a great reputation and often great impact on the community; use that to continue to work toward being the organization it aspires to be. Hopefully the CAPRA process will help.</p>
<p>Lack of visionary thinking and challenging staff to try better or pursue more progressive strategies to do our jobs better. High rate of turnover results in chaos, poor workplace culture, and high rate of undertrained staff. We should be investing greatly in trying to maintain the staff we do have and keep them happy! Afraid of losing more! The cost of investing in current staff (and listening to their needs!) in ways to keep them happy must be cheaper than replacing them!</p>
<p>Have management be as accountable as other staff. Make sure that promotions are transparent and fair, and follow the hiring practices set forth by HR. Improved communication is needed between management and supervisors.</p>

## What We Can Improve

I would like to see the training for staff increase. Many professional staff are allowed to attend multiple trainings, whereas our frontline staff are denied trainings that have previously been budgeted for. The product that we provide our patrons is delivered by our front line, and if they are not allowed the necessary training, then over time that product will diminish.
Morale among employees; ability to move up within organization; micromangement communication between admin/management and staff. They walk by us in the halls and don't even say hello (I find this very disrespectful). It feels like management would rather make money than make anyone happy — especially our patrons.
Stability and less employee turnover.
I think my organization could reduce waste in a big way.
The new management appears to be trying to turn this nonprofit into a for-profit operation.
Listen to employees/talk to front-end employees about decisions that are being made. Talk to the community about decisions that have been made or are going to be implemented. Care about employees' wellness.
The organization is currently understaffed in several areas, and the workload is difficult for some employees to balance. Management doesn't always communicate its decision-making or plans of where decision-making will lead with the general workforce. There is a great deal of quick response to complaints that impact only a few people in the community but take away from time and resources that could be spent on projects that would benefit more people.
Staff culture, toxic work environment, management need more training/understanding of creating better workplace environment and how to discipline staff/hold staff accountable. Despite big talk about improving communication, in some ways, it has gotten worse. If decisions are being made that impact people, they should have opportunities to understand why these are being made and be included in resolutions if possible.
There has been zero communication about recent reorganization, so the rumor mill gets worse and worse each day, and people feel vulnerable, angry and resentful about it (knowing it is happening to their peers). Staff morale is at an all-time low since I've worked here. We need major change and we need to see management owning their part of it (instead of trying to convince us how great they are). Pay equity...seems there is a large differential in pay between employees with the same job and only slight variations in level of experience.
Management and leadership.
Willamalane should strategically focus its energies on modernizing many of its internal systems, business practices, administrative policies, and staff development. The organization has not adequately planned or responded in these areas to align with growth in the programming and acreage it manages.
The poor treatment of employees by certain managers who have a tendency to be rude, cold and disrespectful to some of their subordinates. This poor treatment is widely perceived as being at least tolerated by top brass, in part because certain managers have been hired recently who are not well liked and widely regarded as rude. Certain other managers have long been allowed to continue their disrespectful treatment of some subordinates. And yet these individuals remain in good favor with top brass.
Tired of constant reorganizing that doesn't seem to make any fiscal or organizational sense. Value staff below the level of manager (and even the managers!) — return trust, ownership and autonomy to staff who actually are professionals and will shine if/when you loosen the leash.
Eliminate favoritism among upper-level staff. Consider lateral moves in an effort to cross-train staff and lead to eventual promotions. Offer more paid vacation time in lieu of pay increases for those who choose (please, I just want a vacation). Encourage telecommuting. Allow us to have fun again — it was one of my favorite aspects of working here! Allow professional staff to determine which days are actually appropriate for them to not meet "dress code." Trust. Please trust us to do our jobs well. We will return the trust when you do. It goes both ways. Ongoing training in hard and soft skills, as well as policies and procedures. For the love of goddess, please get rid of the triplicate paperwork requirement for someone to make a purchase! This is getting so ridiculous that it would be hilarious if it weren't such a considerable waste of time and paper. Please let the business side of the organization take the lead in determining proper procedure and forms, and let us get back to doing the amazing work that we love to do. (Stay in your lane.)
Upper management to interact more and get to know those who work under them; they usually just ignore us, making us feel not part of the whole team. It doesn't feel good to be treated with indifference.
Out-of-touch, mediocre management thinks everything is great while people quit due to a toxic work environment.
Communication between all departments.
Better pay for part-time employees with benefits.
The facility rooms to match the activities more specifically.

## What We Can Improve

Better managerial skills. Have a parks director who doesn't feel like he is out to get us if we sneeze without permission. Managers on structures and horticulture that don't play favorites. More opportunities for advancement. Opportunities to attend trainings.
Invest in the employees you have. Educate them and give them opportunities to move up in the organization.
I would like to see our organization becoming, well...more organized. I would also like to see a lot less people in charge and more people just working.
I would like the following to be improved or you will see, as you have already seen, so many outstanding employees pursue new places of employment because they no longer believe in the mission of this organization: Support from supervisors and managers of their department.
Less segregation from upper management to lower-level staff. Equal opportunity for all levels of staff to learn and grow and be challenged in their work field. Better communication of organization structure, goals and needs from each department. Better work-life balance. (You are losing quality employees because you expect them to work at any given time and they lose personal time. The expectation is so high for little pay.) Learning from past employees that have told you what to fix and doing something about it. More diversity in your staff so that we create a welcoming experience for all. (There is a reason why the city of Eugene is more successful and why your employees are leaving for that organization.) I would like you to realize that there is a trend happening: Staff are actively seeking outside employment in multiple departments. You are going to lose quality staff and ruin your organization's reputation unless you take action. When you have a manager who does not interact with his whole department, he manages and only interacts with supervisors and above, that is a problem. We all have a standard to act professional; social cues may be difficult for this person, but we are all here doing it. Staff are tired of the constant change, and they are going to leave. If you would like this to be a great place to work at, listen and do what we are simply asking of this organization.
Willamalane needs to be more supportive of the programs that serve under its umbrella to make it great and provide service to the community. As it stands right now, Willamalane's focus is on the success of the higher-ups rather than the people who believe in its programs.
More attention to traditional subjects, less emphasis on corporate fitness.
Communication and trust in upper management is nonexistent at this point. Promotions for staff without a hiring process are numerous, and management does not follow the same hiring principles they expect their staff to follow. This is not the transparency that they promised us.
Management does not value staff's opinions even if they say that they do. We feel like we get asked for opinions, but they don't seem to matter to the ultimate outcomes. If the item is really open for discussion, then get our opinion, but if not, please don't act like our thoughts will change your decisions. We give facts and financial statements proving the reason that we have chosen the way we do things, but we still get pushed to do more even though it has a negative impact on budgets and staff. This is what is killing staff morale. Financial processes are not streamlined and cause so much frustration and confusion. Management, please just trust us to make decisions and treat us with respect. Please take an inward look to see if you are treating others the way you would want to be treated.
I would like to improve the way we handle situations. Everyone has different ways of handling any situation, but it would be nice to get more examples to try and use different ways with different children.
I have been with them for about a year and have not seen anything I would improve on in my limited area. I haven't gotten to become familiar with the larger organization.
Consistency among supervisors. Oftentimes you can ask each supervisor the same question, and each one will provide a differing answer.
Supervisors treating everyone equally and allowing opportunities for everyone, not just their favorites. With the pending fee increases and making nonparticipating patrons pay a regular attendee fee, I feel these do not represent the WE-llamalane you are trying to promote. Many of our patrons are on fixed incomes and cannot afford another increase. Also, many people come for birthday parties just to attend the party and not to swim. If you are going to charge them the full price just to do that, this will be cost prohibitive for all concerned. We will also have a lot of people just dumping their children and leaving them unattended in order to avoid the fee just to enter
the facility. This will create numerous problems for staff and patrons alike. Also, our front-desk staff will be taking the heat for these changes, and they already do not feel like management is backing them up. They do not feel management will be supporting this issue either. Many of them are talking about quitting. Please help us to believe that your WE-llamalane promotion is real and not just hype with no backbone.
Increase the number of frontline staff and decrease admin/management staff.
I would like to have more events in the climbing area!