

Special Meeting Minutes of the
Gurnee Park District Board of Commissioners
May 18, 2016

President Jim Goshorn called the special meeting to order at 6:05 pm. He asked for a roll call. Commissioners present: Jim Goshorn, Michelle Klemz, Gerry Crews, Vicki Paddock, and Libby Baker. Commissioners absent: none. Staff members present: Susie Kuruvilla, Executive Director and Suzanne Gage, Administrative Assistant. Facilitators: Chuck Balling and Charlie Williams. The meeting is a board workshop for the next strategic plan 2016/2021.

Chuck Balling began the discussion and said how proud he is of what has been done at the Gurnee Park District in the last ten years. Each participant then shared what they are most proud of.

Introduction to the process

1. The strategic planning process and timeline were reviewed:
 - Executive Steering Committee (staff) and Board identify issues – *Apr–May 2016*
 - Issues transformed into strategic initiatives and team leaders assigned to each initiative - *May 2016*
 - Analysis of each initiative, including research and recommendations – *June–Sept 2016*
 - Initiatives presented to Board – *Oct 2016*
 - Tasks, timeline and final report developed– *Nov–Dec 2016*
 - Board review and approval – *Jan 2017*

Charlie Williams explained the phases of the process–

- Phase I – Define the initiatives
In order to come up with initiatives there are three stakeholder groups – Board, professional staff (ESC), and the community at large. At this meeting, we should determine how to engage the community. – What level of engagement do we want with the community?
- Phase II – How will we accomplish these initiatives? Clarify and develop the initiatives and their associated goals.
- Phase III – Review and Board approval

GPD Opportunities and Challenges for the next five years

The Board broke into two groups. The instruction was to review their previously-completed SWOT analysis and think about the future. “*Imagine that you leave Gurnee and don’t return for five years. When you move back to Gurnee, what positive changes, if any, do you see within the Gurnee Park District?*” What positive things would have occurred to maintain our excellence? What issues do you want to solve to maintain your excellence?

Afterward, each breakout group presented their list of critical issues:

Group I

1. Attract, hire and promote diversification within the workforce
2. Provide recreational services that address diversity in the community
3. Reduce our dependency on tax revenue income source
4. Expand recreational revenue source through different services
5. Attract, train and maintain the quality of employees
6. Increasing services to address the changing demographics (aging population)
7. Continue to enhance intergovernmental community collaboration
8. Provide leadership and involvement in community activities (give back) Pay it forward.

Group II

1. Program to reflect the demographics
2. Optimize facility usage and property (use to fullest potential)
3. Acquire additional properties near flagship parks
4. Maintain fiscal strength
5. Sustain strong intergovernmental and community relations

6. Deliver exceptional programs and services
7. Connectivity of trails throughout Gurnee
8. Grow “Go Gurnee”
9. Address aging infrastructure
10. Be the employer of choice

Overview of Balanced Scorecard Model

Charlie Williams reviewed the history and basic elements of the Balanced Scorecard Model. Developed in the 90’s, as a measurement process; the framework has evolved into a strategic model.

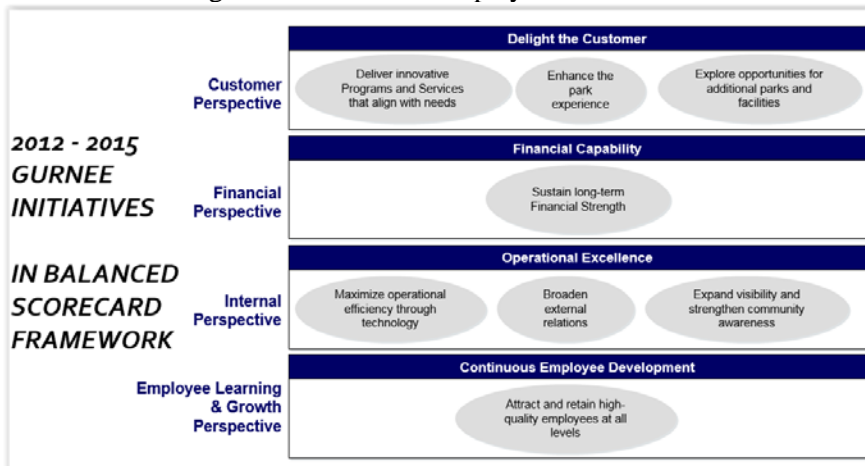
Think of it as the scorecard for the organization. Should be aware of each perspective.

Customer perspective	Delight the customer	What do they want and need? – How must we best serve our customers?
Financial perspective	Financial Capability	We must be accountable to our taxpayers
Internal perspective	Operational Excellence	How efficient are we – do we communicate well, do we expand what makes money?
Learning and growth perspective	Continuous Employee Development	Attracting, hiring, training and keeping people. How must the organization learn and grow?

If you are good at all four, you will be successful. So how can we be successful in each of these areas?

Sustaining and Carry Over Initiatives

The current strategic initiatives were displayed in the form of a balanced scorecard



This may be of some value as we work through the problem of what we should think about and focus on. Some of the current initiatives should carry through in order to sustain excellence.

Susie noted two sustaining and carry over initiatives:

- Attract and retain high quality employees
- Sustain financial stability

Opportunities for Community Input/Engagement

Charlie Williams discussed what the opportunities for community input are during the strategic planning process.

- What is being done now to engage the community?
- What is envisioned for the strategic planning process?
- What additional outreach should be considered?

How will the District get community engagement? The Board discussed:

- Meetings with key stakeholders – administrators at other agencies.
- Could organize focus groups.
- Could hold a large, open community meeting discussion-as did the Village of Gurnee

- Could conduct a survey –which is a big expense

After these meetings it could be decided whether a survey will be conducted.

Most important reason to conduct a survey - *Do we have questions we truly need answered?*

The Board discussed community engagement. President Goshorn said – what are the areas of need or concern? He isn't interested in benchmarking or being 'patted on the back'.

Charlie Williams noted that random sampling is critical when surveying. The sample chosen by the consultant will be representative of the community. A consultant will ask what questions you want answered.

- The consensus was to set up community meetings and go from there. (“structured open house”)
- Non-participants in the GPD should be encouraged to participate.
- Schedule at least two open houses, one in the evening and one on a Saturday morning.
- Board members will also meet one-on-one with community leaders. Gerry Crews and Jim Goshorn volunteered. Chuck and Charlie will create the script. It would be ideal if each board member could visit with one leader. Chuck stated that the board is establishing a tradition- that it's not just Susie out in the community but that it's a team effort.
- Susie will prepare the list of community leaders.

Recap and Next Steps

Chuck Balling recapped-

1. Reviewed what the Board was proud of
2. Balanced scorecard was reviewed
3. Board created a list of what they want to see if they were to return after five years away
4. Like to have community meetings and outreach to community leaders. Chuck and Charlie will create script.
5. Board members will come back with good information about what agencies are dealing with.
6. There was overall acceptance of the balanced scorecard- but keep it simple. Place the initiatives into those boxes –
 - a. Retain high quality employees
 - b. Sustain financial stability

Susie thanked the Board for their attendance and Chuck and Charlie for their work. She is looking forward to a great plan.

A motion to adjourn was made by Libby Baker and seconded by Michelle Klemz. On voice vote, all voted aye. The meeting adjourned at 8:13 pm.

James G. Goshorn, President

Michelle Klemz, Secretary