



Strategic Plan 2008-2011



Enriching people's lives by promoting fun and preserving nature.

February 20, 2008

Dear Community member,

Thank you for your interest in the Gurnee Park District. Enclosed is the Park District's Strategic Plan for 2008-2011 that was approved by the Board of Commissioners at the February 19, 2008 Board meeting.

This Strategic Plan was formulated over a one-year period organized by phases of:

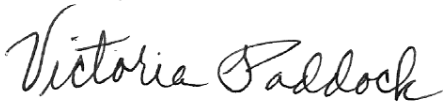
1. Broad-based community input
2. Staff research and planning
3. Community review and refinement

Details of the strategic planning process are outlined in the Executive Summary on page 3.

The Park District's vision is to be the most effective, efficient and responsive government agency that the community will ever encounter. This plan moves us closer to that vision. The Board and staff are excited about this plan and look forward to sharing the successful completion of our goals with you in the future.

Again, thank you for taking the time to review this plan. If you have any questions, please feel free to call Susie Kuruvilla, Executive Director at 847-623-7788.

Sincerely,



Victoria Paddock
President



STRATEGIC PLAN FOR

GURNEE PARK DISTRICT

2008 - 2011

GURNEE PARK DISTRICT STRATEGIC PLAN 2008-2011

STRATEGIC PLAN ADVISORY COMMITTEE

Dr. Maria Fe Corpuz-Bato, DMD.....Resident/Local business owner
Jim Goshorn.....President, Friends of Gurnee Park District
Jim Hayner.....Administrator, Village of Gurnee
Dr. John Hutton.....Superintendent, Gurnee School District 56
Michelle Klemz.....Member, Friends of Gurnee Park District
Dave Sherman.....Resident/Lake County Chamber of
Commerce/News-Sun
Dr. Phil Sobocinski.....Superintendent, Warren Twp. High School
Mike Witkowski.....Associate Principal, Woodland Middle School
Tom Wozniak.....Resident/GPD Volunteer
Brenda Zeck.....Director, Warren Special Recreation Association

EXECUTIVE STEERING COMMITTEE

Susie KuruvillaExecutive Director
Charlie WilliamsPark Board Representative
Jeff ReinhardSuperintendent of Parks
Lisa SheppardSuperintendent of Recreation
Tim Sloth.....Superintendent of Business
Services
Debbie CimaglioAsst. Customer Service Manager
Kelly PetersenSports Field Team leader
Steve BeckerLandscape Team leader
Rebecca Korzyniewski.....Cultural Arts, Special Events
& Community Relations
Division Manager
Sue McDougleEarly Childhood Division Manager
Suzanne Gage.....Administrative Assistant

CONSULTANTS — Executive Services Corps of Chicago

George Krafcisin

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Vince Pelletiere

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GURNEE PARK DISTRICT STRATEGIC PLAN 2008-2011

Adopted February 19, 2008

BOARD OF PARK COMMISSIONERS

Victoria Paddock, President
Charlie Williams, Vice President
Libby A. Baker, Secretary
Donna Kolar, Commissioner
Russell Johnson, Commissioner

MISSION

Enriching people's lives by promoting fun and preserving nature.

VISION

The vision of the Gurnee Park District is to:

- *Provide the community with a sense of pride in their Park District*
- *Be the most effective, efficient and responsive government that the community will ever encounter.*

GURNEE PARK DISTRICT VALUES

8/15/07

ORGANIZATIONAL VALUES BUILT ON TRUST AND COOPERATION

Mutual Respect

We shall strive towards working together as a team recognizing individual differences. We seek cooperation and consensus building between team members and customers. We value the opinions of others. We anticipate the needs of our customers.

Open and honest communication

We strive for open, honest, direct communications with ongoing active listening between team members and customers, which will be clear, tactful and timely. Voice mail and e-mail messages are responded to within 24/48 hours. We value the information customers provide. Individual differences are accepted and all subjects are open for discussion.

Integrity

We shall maintain the trust and respect for each other and our customers by being accountable, responsible and keeping commitments. We vow to do what we say we are going to do.

Motivated and positive

We constantly strive to build our own and other team members' self-esteem by positive talk (between self and with others). Team members will be proactive in finding solutions to problems. We expect team members to be self-motivated and enthusiastic. We encourage team members to grow and change.

Recognition of Accomplishments

Celebration reaffirms the worth and efforts of team members and accomplishments. Ongoing, timely and sincere "thank yous" are shared both verbally and in writing. Major accomplishments are recognized and rewarded. We make a difference and our collective efforts are appreciated.

Opportunity

We will work in partnership to foster growth and development. Providing opportunities for learning and taking on new responsibilities will be of paramount importance.

Innovation/Creativity

Team members continuously work to improve service and stay focused on strategic priorities and the Master Plan. Team members are encouraged to be persistent in selling new ideas, implementing creative approaches/programs and remaining flexible to the changing needs of the residents we serve.

Enjoy Work

Have fun and take pride in accomplishments.

Learning Environment

Fail, if necessary fix it fast, and move on.

Empowerment

As a team, we believe that we are responsible for our success and let people do their jobs. We will continually foster a work environment built around trusting, accountability, follow-through, dignity, self-confidence, stretching, growing, esteem-building and sound decision making.

**GURNEE PARK DISTRICT
STRATEGIC PLAN 2008 - 2011
EXECUTIVE SUMMARY**

The Gurnee Park District Board and staff initiated strategic planning in early 2007 to set future (2008-2011) direction for the Park District.

Early in the process, a Vision Team was formed to review the District's mission and vision statements. After considerable research, debate and refinement, updated mission and vision statements were adopted.

Mission Statement: Enriching people's lives by promoting fun and preserving nature.

Vision Statement: The Vision of the Gurnee Park District is to:

- Provide the community with a sense of pride in their Park District
- Be the most effective, efficient and responsive government that the community will ever encounter.

During the initial phase of the strategic plan process, it was determined that it is vital to gather community input to assist with the process. To best serve that purpose, an outside consulting firm, Leisure Vision, was hired to conduct a community survey. Another consulting firm, Executive Service Corps, was also chosen by the Board to facilitate the strategic plan process. During the months of April and May 2007, Leisure Vision collaborated with the Board and staff to develop and field a survey to 2,000 randomly selected households. Community response was excellent with 24% of the surveys being completed and returned. Survey results indicated an overall high level of satisfaction with the park district while also revealing potential growth and improvement areas. Details of the survey results are attached as part of this document.

During the same period of time, Executive Service Corps also conducted interviews with many of the community leaders to receive their perspective of the Park District. The interview results showed an exceptional level of satisfaction with the Gurnee Park District's operations, services and image.

While the survey and interviews showed positive results, these research tools also revealed many future growth opportunities.

Based on the District's vision and the community needs identified through the research, a steering committee developed the following seven strategic initiatives:

1. Maintain and Enhance Standards of Excellence in Parks and Facilities
2. Differentiate Gurnee Park District through Exceptional Customer Service
3. Enhance Gurnee Park District image through Effective Marketing
4. Enhance Excellence in Customer Driven Programming
5. Maintain Financial Stability

6. Continue to foster good community and intergovernmental relations
7. Address need for indoor aquatic space

During July through September 2007, the Steering Committee studied each initiative and developed recommendations necessary to address the initiatives during the next three years.

In October 2007, a Strategic Plan Advisory Committee (SPAC) comprised of several community members along with staff and Board representatives, reviewed and refined the initiatives and recommendations. The SPAC met twice in October and provided valuable feedback to the Board and staff, which was incorporated into the final plan.

In January 2008, the final draft of the strategic plan was made available to the public through the park district website, Warren Newport Public Library, Park District offices and the Village of Gurnee to receive further comments and feedback. The final plan was then approved by the Park Board at the Board meeting on February 19, 2008.

This plan is a result of broad-based community input, extensive staff work and valuable feedback from key community stakeholders. It establishes a roadmap for the park district to achieve excellence in all areas of its operations and provide the community with an increased sense of pride in their park district. The Board and staff are confident that this plan will lead us towards achieving our vision within the next three years.

STRATEGIC PLAN INITIATIVES

Initiative #1: Maintain and Enhance Standards of Excellence in Parks and Facilities.

The Park District currently maintains 23 playgrounds, six tennis courts, 17 basketball courts, 16 ball fields, eight picnic shelters and three skate parks. The District also maintains a total of 382 acres of open space some of which is used as soccer fields. Many of the playgrounds that we own have been built within the past fifteen years. As the playgrounds age, it creates a challenge for us to keep the standard of excellence in this area with limited resources.

According to a Community survey conducted in June 2007, 98% of the users rated the physical conditions of our parks as either good or excellent with 47% rating them as excellent. The national benchmark for excellence is 30%, and the Illinois benchmark is 34%. The Park District's goals are both to maintain as well as enhance the excellent ratings.

For certain key facilities, the excellence ratings were as follows:

- Hunt Club Park Community Center, 72%
- Hunt Club Park Aquatic Center, 71%
- Viking Park Community Center, 42%
- Gowe Beach, 7%.

Our goal is to continue the high excellence of HCPCC and HCPAC, even improving these ratings if possible, while significantly increasing the percentage of excellent ratings for Viking and Gowe Beach.

Gowe Beach poses the biggest challenge because of its age, physical characteristics and location. The Community survey showed that only 20% of the community uses Gowe. Gowe is a unique waterfront facility with a sandy beach that has a waterslide which is estimated to be functional for the next 3-5 years. The main use of this facility is summer day camps. In order to attain a significantly higher level of excellence for Gowe, the District will have to invest a tremendous amount of money. Since there are other, arguably much better options for aquatic activities available in the area such as the Hunt Club Park Aquatic Center and the Independence Grove (owned and operated by Lake County Forest Preserve), it seems that it might not be prudent to invest a great deal in Gowe Beach.

Also according to the Community survey, 73% of the residents responded that they would like more and better walking, biking and nature trails. Separately, 73% said they would like a nature center on the Park District's 150 acres on the east side of Gurnee.

There are many walking, biking and nature trails in and around Gurnee, but many residents per the survey are unaware of them. We feel that there is a need to better communicate the trail systems in and around Gurnee to its residents so that they are aware of where they are and how the connections are made to them.

Initiative #2: Differentiate Gurnee Park District through *Exceptional Customer Service*

The Gurnee Park District puts a high value on *Exceptional Customer Service*. As an organization,

we recognize two sets of customers: participants or those who attend our programs, facilities and parks; and those who work within our organization to provide these services. *Exceptional Customer Service* starts the moment a prospective participant receives a brochure, enters our facility or surfs our web site and ends when they get in their car after a program or a visit to one of our parks. When we provide *Exceptional Customer Service*, residents find value in the taxes and program fees they pay. A good park district increases the property value of each resident. Most importantly it gives the community and our work force a sense of pride in their community.

Since the Park District is a service organization, in order to achieve exceptional customer service, it is vital to attract and retain high quality staff. The Gurnee Park District promotes a culture in which each member of the team plays a vital role in promoting the mission and vision of the Park District. Therefore we advocate that our staff be involved in professional organizations, pursue continuing education opportunities and attend conferences. Through salary surveys and comparisons to neighboring organizations, the Park District has been able to offer competitive pay and benefit packages. The District also conducts staff surveys every two years to assess the satisfaction level of the staff.

Since our goal is to provide *Exceptional Customer Service*, but resources are limited, it is extremely important to pursue excellence in operational effectiveness and efficiencies. The District has been focusing on this for the past several years. We have used technology as a tool to increase efficiencies. We utilize more part-time staff rather than creating full-time positions – in the past ten years, our part time staffing growth has been over 6 times the fulltime staffing growth.

Another vital part of customer service is to do everything in our power to provide programs, facilities and parks that our customers feel safe attending. This includes security in facilities and parks, criminal background checks and emergency action plans.

The “product” we provide is customer driven, and we will only succeed if we constantly seek the participants’ and residents’ points of view through community surveys, secret shoppers, participant evaluations and customer comment forms. We share the market with many other private and public organizations in providing similar services, therefore differentiating ourselves in customer service to keep our customers happy and coming back is critical to our success. It is critical to *Exceptional Customer Service*.

Initiative #3: Enhance Gurnee Park District Image through Effective Marketing

The Park District has an overall operating budget of \$10 million, 50% of which comes from fees and charges. Most of the Recreation budget – 75% - comes from fees and charges. Many of the park district facilities such as the aquatic center and fitness center are set up to be self sufficient for their operations as well as capital maintenance needs. It is important for the financial success of these areas, as well at the park district in general, to maximize their utilization and revenues. Effective marketing is an essential factor in making this happen.

The Gurnee Park District currently does most of its marketing through seasonal brochures mailed

to the community and flyers distributed as needed for new program announcements, but mainly through schools. According to the Community Survey conducted in June 2007, 87% of the households in Gurnee learn about the Park District through the brochure.

Even though the primary focus of the Park District is to market its programs and services, marketing must also address the park district's role in the community as an employer and as a contributor towards making the community a better place to live by promoting fun and good health and preserving nature. Obesity is a major problem in America and the Park District plays a great role in addressing this issue by offering various recreational, health and fitness opportunities. Creating awareness of these opportunities is vital to the District's success and the Community's overall well being.

The Park District currently maintains a website that is updated regularly. Online registration for recreation programs is available through the website. Market trends show that most people rely more and more on the internet to get information. The current website is very good, but it needs to be enhanced to make it more user-friendly and also continuously upgraded to keep up with the advancements in technology.

Currently the park district does not have any mechanism to introduce itself to the newcomers in the community. It is important that the Park District's role in the community as well as its services are communicated to all residents.

The community survey shows a perceived lack of teen and adult programming. Even though the park district's main focus is not on these age groups, it still provides many programs to them, which needs to be communicated effectively.

Due to the wide variety of programs offered, it is important to maintain the excellence of the brochure to market the programs, but at the same time enhance other marketing tools to communicate the benefits of the Park District in general.

Initiative #4: Enhance Excellence in Customer Driven Programming

The Gurnee Park District currently does an outstanding job, exceeding the expectations of the community in offering Customer Driven Programming. According to the 2007 community survey, 45% of households rated the quality of our programs as "excellent." This is considerably higher than the national benchmark of 33%. The recreation team is very proud of this rating and will strive to avoid becoming complacent with our achievements, while at the same time striving to improve the current level of excellence. We will continue to be "leaders" in our industry by staying on top of current trends and developing customer driven programs and activities for the entire community.

The Park District feels it is important for participants and community members to continue to find value in its programs. It is important for the Recreation department to continue to compare its program content, quality and fees with area competition both in the public and private sectors. Our ultimate goal is to increase the overall percentage of the community (all ages) that use the Gurnee

Park District for their recreation needs, thus increasing our market penetration, which currently stands at 44% - considerably higher than national benchmark of 29%.

It is also important when investigating new program areas that we use our staffing resources wisely. At times, it may be more effective to collaborate with local groups to achieve certain programming demands, such as competitive athletic programs.

It is important to the quality of life of the community that we improve as well as maintain high quality, customer-driven programs that benefit the community in many ways including enhancing the health and wellness of each resident, creating a sense of pride in the community and maintaining financial stability of the district.

Initiative #5: Maintain Financial Stability

The Gurnee Park District's finances are currently in good shape. Every year the District adopts a balanced budget that the staff strictly adheres to. The park district has met its goal of accumulating 25% of annual operating expenditures in fund balance in every fund except for the new Aquatic Center. A conservative investment policy insures that park district funds are kept in secured investments that are properly diversified while earning a competitive rate of return. Revenue sources are diversified between property taxes, program fees, interest, developer donations, grants, and miscellaneous revenue with an average of 41% coming from program fees.

The overall economic climate in the Village of Gurnee remains strong. That being said, challenges do exist. As the amount of available land for new residential developments shrinks, the amount of revenue from developer donations has gone down as well. Property tax revenue is limited by the tax cap and the climate to pass a tax referendum remains negative. Fees charged to customers can only go so high. Also, the use of other local governmental facilities for free or a heavily discounted rate is being challenged as these agencies face their own financial issues. A rising minimum wage, increased competition for services, aging infrastructure and the general increase in operational costs put a strain on the resources of the Park District.

Since no relief can be found in the near future from an increase in property taxes, and program fees can only be increased to a certain extent, it is imperative for the Gurnee Park District to maintain financial stability in order to achieve its vision.

Initiative #6: Continue To Foster Good Community and Intergovernmental Relations

The Park District currently maintains an excellent working relationship with all local government agencies and community and sports organizations in the Gurnee area. The Park District has also established a good relationship with state legislators and local private businesses. In an effort to benefit the community, the Park District has entered into several agreements with various organizations such as the Village of Gurnee, Warren Township High School, SEDOL, Gurnee Grade School, Warren Township, Gurnee Youth Baseball, Warren United Blazers, etc., for use of facilities. As a result, we have been able to enhance the services we offer.

Even without any formal agreements, the Park District often extends help to various service organizations. A few examples are: the arrangement with Gurnee Days Corporation for the use of Park District property and personnel for Gurnee Days; assistance to the Breakfast Exchange Club with the Salad in the Park event; 9-11 ceremony; rib fest; assistance to the Noon Exchange Club and Lions Club with concessions during concerts in the parks; and much more.

The Park District is also involved with the Lake County After School Coalition and the Lake County Chamber of Commerce. The Park District actively participates in the Healthy/Community Healthy Youth organization and contributes \$10,000 annually to support it.

The cooperation between various local government agencies has benefited the community as well as the Gurnee Park District in many ways over the past several years. The Hunt Club Park Aquatic Center would not have been possible without the Village of Gurnee providing 75% of funding for the construction of this facility. Growth in recreational programs over the past ten years would not have been possible without the use of Gurnee Grade School and Warren Township facilities. The Park District would not be able to offer swim lessons year round without using the pools at Warren Township High School, SEDOL and the Holiday Inn. Many of our programs are held at the Woodland School gymnasium facilities.

The Park District staff's involvement in various service organizations creates awareness and a good relationship with the key communicators in the community.

Initiative #7: Address Need for Indoor Aquatic Space

The Gurnee Park District does an outstanding job delivering a full range of swimming opportunities to the community with the Hunt Club Park Outdoor Aquatic Center and through agreements with local school districts. Swimming has many lifelong benefits that include water safety, fitness, building self-esteem and recreational swimming.

According to the 2007 Community Survey, 49% of the respondents in the community indicated that they have a need for an Indoor Swimming /Leisure Pool. This ranked 4th among the 25 items listed in the survey. The survey also indicated that for 66% of those who have a need for an indoor swimming pool, their needs are met less than 50% of the time.

Our range of aquatic programming is very broad and encompasses activities for all ages at various facilities. We are very fortunate to run an extensive swim lesson program without owning an indoor pool. The biggest threat to our current swim lesson program is the aging Warren Township High School pool. If this facility were to close it would threaten our ability to offer these programs. Since Warren Township High School pool is the only indoor pool large enough to accommodate swim teams, we have seen the pool decreasingly available to the Park District over the years due to growth in the Warren Township High School Swim Team and the Blue Devils Swim Club.

To continue to offer and expand high quality programming to Park District participants, it is essential that we continue to look at ways to expand our ability to offer swim lessons, lap swimming and water fitness programs. At the same time, the cost of building and operating an indoor swimming facility is challenging.

GURNEE PARK DISTRICT

STRATEGIC PLAN 2008-2011

Initiative #1: Maintain and Enhance Standards of Excellence in Parks and Facilities

		<u>Task</u>	<u>Fiscal Yr.</u>	<u>Assigned to:</u>
1.1		For Parks and Facilities other than trails:		
	1.1.1	Develop a "Maintenance Standards Plan"	2008/2009	Supt. Parks
	1.1.2	Create a five-year capital replacement/improvement plan that involves playgrounds, driveways/parking lots, maintenance vehicles and Gowe Beach.	2008/2009	Supt. Parks
1.2		For walking, biking and nature trails:		
	1.1.1	Identify and promote current pathway systems and trails in and around Gurnee through the GPD website and also through signage.	2008/2009– 2009/2010	Supt. Parks & Marketing Manager
	1.2.2	Apply for a Grant from the Department of Natural Resources for the development of Village Park as a nature preserve with trails.	2008/2009– 2009/2010	Executive Director & Supt. Parks
	1.2.3.	Work with the Village of Gurnee to update their bike and trail plan linking them with the GPD parks and also installing a sidewalk in front of Hunt Club Park.	2008/2009– 2010/2011	Supt. Parks
	1.2.4	Explore the possibility of connecting the Des Plaines River trail system to Viking Park and also to Gowe Park.	2008/2009– 2010/2011	Supt. Parks
1.3		Parks Team Personnel:		
	1.3.1	Revise the organizational structure for the Parks Team	2007/2008– 2008/2009	Supt. Parks
	1.3.2	Update hiring procedures for part-time and seasonal Parks staff.	2008/2009	Supt. Parks

**GURNEE PARK DISTRICT
STRATEGIC PLAN 2008-2011**

Initiative #2: Differentiate Gurnee Park District through *Exceptional Customer Service*

		<u>Task</u>	<u>Fiscal Yr.</u>	<u>Assigned to:</u>
2.1		Sustain High Quality Staff by:		
	2.1.1	Dev developing performance standards based on job descriptions and effectively communicate this to all staff members	2008/2009	Executive Director & Admin team
		holding quarterly District-wide staff meetings	2007/2008	Executive Director
	2.1.3	reviewing part-time staff salaries using an outside consultant	2008/2009	Executive Director & Admin team
	2.1.4	reviewing and making needed adjustments to GPD organizational chart	2008/2009	Executive Director
	2.1.5	Reviewing employee benefits	2008/2009	Executive Director & Admin team
	2.1.6	Reviewing and updating job descriptions for all staff	2008/2009	Administrative team
	2.1.7	Increasing training opportunities for full and part-time staff and volunteers	2008/2009-2010/2011	Administrative team
2.2		Maximize resources and improve technology in order to enhance customer service and increase efficiencies.	2008/2009-2010/2011	Administrative team
2.3		Improv Improve communications internally and externally.	2008/2009-2010/2011	Administrative team
2.4		Sustai Sustain and enhance security in our programs, facilities and parks.	2008/2009-2010/2011	Supt. of Parks
2.5		Develop and implement a well defined district wide Customer Service Plan.	2008/2009	Executive Director & Admin. team
2.6		Develop measurement criteria using "Balanced Score Card" and benchmark against other similar agencies and operations.	2008/2009-2009/2010	Executive Director & Admin. team

**GURNEE PARK DISTRICT
STRATEGIC PLAN 2008-2011**

Initiative #3: Enhance Gurnee Park District Image through Effective Marketing

		<u>Task</u>	<u>Fiscal Yr.</u>	<u>Assigned to:</u>
3.1		Hire a Marketing Manager	2008/2009	Executive Director
3.2		Develop a new three-year integrated marketing plan which includes a branding strategy	2008/2009-2009/2010	Marketing Manager
3.3		Develop specific marketing plans for major facilities and specific program areas such as Aquatic Center, Fitness Center, Soccer, Preschool etc.	2008/2009-2010/2011	Marketing Manager & Supt. Recreation
3.4		Increase the use of the internet as a marketing tool	2008/2009-2010/2011	Marketing Manager
3.5		Explore the possibility of installing an electronic sign board at highly visible locations in Gurnee.	2008/2009–2009/2010	Executive Director
3.6		Work with the Village to install temporary signs for special events at various locations throughout the community.	2008/2009–2010/2011	Marketing Manager
3.7		Cross market at GPD facilities and programs.	2008/2009–2009/2010	Marketing Manager & Rec Team
3.8		Explore the possibility of a “newcomer (welcome to Gurnee) party” hosted by all taxing agencies at a GPD location.	2008/2009–2009/2010	Marketing Manager
3.9		Design and send periodic newsletters and an annual report to the community.	2008/2009–2009/2010	Marketing Manager
3.10		Enhance communication between Marketing and Recreation teams to increase effectiveness of marketing recreation programs	2008/2009–2009/2010	Marketing Manager & Supt. Recreation
3.11		Investigate revamping marketing in the brochure and website to create awareness of programs and create a desire to register	2008/2009–2009/2010	Marketing Manager & Supt. Recreation

**GURNEE PARK DISTRICT
STRATEGIC PLAN 2008-2011**

Initiative #4: Enhance Excellence in Customer Driven Programming

		<u>Task</u>	<u>Fiscal Yr.</u>	<u>Assigned to:</u>
4.1		Increase the percentage of households that participate in park programs	2008/2009– 2010/2011	Supt. Recreation
4.2		Sustain Levels of Excellence in Special Events	2008/2009– 2010/2011	Supt. Recreation
4.3		Develop and create awareness of teen programming and opportunities	2008/2009– 2010/2011	Supt. Recreation
4.4		Meet the community needs for Health and Fitness Programs	2008/2009– 2009/2010	Supt. Recreation
4.5		Work with Warren Special Recreation Association on increasing facility opportunities and public awareness of programs offered for the disabled	2008/2009	Supt. Recreation
4.6		Using our resources wisely, identify trends and expand programming that meets the program needs of all age groups	2008/2009– 2010/2011	Supt. Recreation
4.7		Develop a recognizable symbol for all “Active” programs. This will be placed next to all programs in our brochure that include physically active programming	2008/2009	Supt. Recreation & Marketing Manager

**GURNEE PARK DISTRICT
STRATEGIC PLAN 2008-2011**

Initiative #5: Maintain Financial Stability

		<u>Task</u>	<u>Fiscal Yr.</u>	<u>Assigned to:</u>
5.1		Develop a 5-year financial plan	2008/2009	Supt. Business Services
5.2		Maintain Fund Balance levels according to the Fund Balance Policy (25% of operating expenditures) and transfer excess fund balances in Corporate and Recreation Funds into the Capital Replacement / Development Fund	2008/2009–2010/2011	Supt. Business Services
5.3		Seek grant opportunities for capital needs.	2008/2009–2010/2011	Executive Director & Supt. Business Services
5.4		Develop financial policies and business plans for major facilities and program areas such as Hunt Club Park Aquatic Center, Fitness Center, Gowe Beach etc	2008/2009–2010/2011	Executive Director & Supt. Business Services
5.5		Update Categories of Services prior to November each year	2008/2009–2010/2011	Supt. Recreation & Supt. Business Services

**GURNEE PARK DISTRICT
STRATEGIC PLAN 2008-2011**

Initiative #6: Continue To Foster Good Community and Intergovernmental Relations

		<u>Task</u>	<u>Fiscal Yr.</u>	<u>Assigned to:</u>
6.1		Continue to educate staff about the importance of cooperating with other local government agencies and service organizations	2008/2009– 2010/2011	Executive Director
6.2		Have Park District representation in all local service organizations such as Breakfast Exchange Club, Noon Exchange Club, Rotary and Lions Clubs, etc.	2008/2009– 2010/2011	Administrative Team
6.3		Work with Warren Township High School to develop a new agreement for pool usage.	2007/2008	Executive Director
6.4		Re-evaluate and update various agreements with schools, affiliates and sports organizations.	2008/2009– 2009/2010	Executive Director & Admin team
6.5		Foster relationships with legislators by providing them with various opportunities for public appearance.	2008/2009– 2010/2011	Executive Director & Board
6.6		Continue to contribute towards HC/HY	2008/2009– 2010/2011	Executive Director
6.7		Strengthen the “Friends of the Gurnee Park District” organization	2008/2009– 2010/2011	Executive Director
6.8		Develop a cultural diversity committee to address the needs of the diversified Gurnee Community.	2008/2009 – 2009/2010	Executive Director
6.9		Work with other governmental agencies to explore the possibility of a teen center on the east side of Gurnee	2008/2009– 2010/2011	Executive Director


**GURNEE PARK DISTRICT
STRATEGIC PLAN 2008-2011**

Initiative #7: Address Need for Indoor Aquatic Space

		<u>Task</u>	<u>Fiscal Yr.</u>	<u>Assigned to:</u>
7.1		Investigate increasing time at school pools that we currently utilize	2008/2009	Supt. Recreation
7.2		Investigate expanding operations in private pools in the area	2008/2009	Supt. Recreation
7.3		Form a task force to study the feasibility of building an indoor pool	2008/2009– 2010/2011	Supt. Recreation & Executive Director

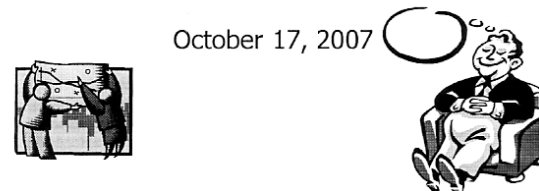
ATTACHMENTS / RESOURCE MATERIALS

- A. PowerPoint Presentation to Strategic Plan Advisory Committee 10/17/07
- B. About the Park District
- C. Tax Information for 16 Years
- D. Fund Balance Comparison for 10 Years
- E. Program Participation History
- F. Census Data
- G. Leisure Vision Community Survey Results
- H. Survey Instrument
- I. Executive Service Corps Interviews



STRATEGIC PLAN MEETING

October 17, 2007



Gurnee Park District Overview - General

- Incorporated in 1968
- For the Purpose of providing Parks & Recreation services to the community
- District includes all of Village of Gurnee plus a small part of Waukegan.
- Current Population is 34,170
- Our customer base also includes many from unincorporated Warren Township.
 - 65% Residents
 - 35% Non-Residents

Gurnee Park District Overview - General

- Service Organization
- Board
 - 5 member Board
- Staff
 - 37 full-time
 - 158 Year-round part-time
 - 208 seasonal

Gurnee Park District Overview - General

- GPD growth
 - GPD has grown tremendously over the last 15 years
 - Population increased over 100%
 - Recreation Program participation increased 160%
 - Fixed Assets increased 259% to \$28 million
 - Tax Rate decreased 32%

Gurnee Park District Overview - Finances

- Annual Budget - \$10 million
- Major Funding Sources
 - Property Taxes
 - User Fees
- Capital Budget
 - Annual Property tax allocated to capital - \$859,553
 - Close to \$610,000 is already allocated for many future years
 - \$240,000 available annually for regular capital projects
- Fund Balances

Gurnee Park District Overview – Parks & Facilities

- GPD currently owns and operates:
 - Two Community Centers
 - One Outdoor Aquatic Center
 - Gowe Beach
 - 23 playgrounds
 - 17 Basketball Courts
 - 16 Baseball fields
 - 6 Tennis Courts

Gurnee Park District Overview – Parks & Facilities

- GPD owns and operates:
 - 20 Soccer fields
 - 3 small skate parks
 - 8 picnic shelters
 - 382 acres of land
- GPD maintains:
 - Spaulding School Playground
 - Petersen Park
 - HS Sports Fields (at cost)
 - American Legion Baseball Fields (at cost)

Gurnee Park District Overview – Parks & Facilities

- GPD also uses:
 - Woodland School Gymnasiums
 - WTHS Pool & Field House
 - Gurnee Grade School Basement and District 56 gymnasiums
 - Laremont Pool
 - Holiday Inn Pool

Gurnee Park District Overview - Recreation

- GPD Recreation programs:
 - Programs for all age groups
 - Large volume of programs are geared towards children ages 1-12
 - Programs are Recreational vs. Competitive
 - Affiliations with organizations for competitive programs
 - Individuals with disabilities - WSRA

Gurnee Park District Overview - Recreation

- GPD Recreation program participation:
 - 22,000 registrants for programs
 - Over 7,000 Season pass members at HCPAC
 - 1,400 members at fitness center
 - 75,000 average attendance annually at HCPAC
 - 62,500 annual attendance at fitness center/drop in areas
 - Over 12,000 attendance at Special Events

Gurnee Park District Overview - Recreation

- Self supporting facilities
 - Aquatic Center
 - Fitness Center
- Major Revenue Producing program areas
 - Preschool
 - Camps
 - Youth Athletics
 - Youth Recreation – includes After school program

Gurnee Park District Overview - Recreation

- Recreation fund
 - Total Recreation budget is \$4.7 million
- 25% of the budget is covered by property taxes
- 75% of the budget is covered by user fees

Gurnee Park District Overview - Operations

- Focus is to increase efficiencies
- Staff – “keep the good people and keep them happy”
- Safety
- Cleanliness
- Customer Service
- Communications/Marketing

Gurnee Park District Strengths

- Great Board!
- Great Staff!
- Great Community!
- Great Intergovernmental Relations!
- Financially Stable

Gurnee Park District Challenges

- Funding, Funding and Funding.....
 - Capital Projects
 - Maintain Standard of Excellence
 - Offer more Scholarships

Gurnee Park District Goals

- Goal is to preserve our strengths and face our challenges
- Previous Strategic Plans implemented successfully
- The strategic plan we are working on is for the next three to five years
- No plans for referendums as part of this plan

GPD Strategic Planning Process



- Review and restate mission and vision.
- Gather input to identify opportunities and challenges.
 - Community survey
 - Interviews with community leaders, board and staff
 - Review of ongoing park district operations
- Develop key initiatives and formulate strategic plan (2008-2011).
- Review key initiatives with Strategic Planning Advisory Committee.
- Finalize plan and Present to Park Board for approval.
Thorough process! Started last spring (2007).

Community and Stakeholder Research



- Community survey
 - 2000 surveys mailed to random sample of households
 - 472 surveys completed
- Interviews with community leaders, board and staff
 - 22 interviews conducted by Executive Service Corps
- Review of ongoing operations
 - 2004-2007 Strategic plan
 - Existing programs, finances and plans

Solicited broad-based input from community and stakeholders!

Gurnee Park District Mission and Vision



Mission

- Enrich people's lives by promoting fun and preserving nature.

Vision

- Provide the community with a sense of pride in their park district.
- Be the most effective, efficient and responsive government that the community will ever encounter.

All strategic initiatives support the vision!

About the Gurnee Park District

The Gurnee Park District and Its Services

The Gurnee Park District, incorporated in 1968, is located in Northeastern Lake County, approximately 45 miles northwest of the Chicago Loop, adjacent to the city of Waukegan. The District serves all residents of the Village of Gurnee, as well as residents of certain subdivisions in unincorporated Warren Township. The Park District currently encompasses 14.25 square miles and a population of 34,170. Located within commuting distance of Chicago and Milwaukee, Wisconsin, the Park District has experienced strong growth in taxable valuation because of new residential, commercial and industrial construction. Growth, while providing additional tax revenue, also presents significant challenges in acquiring and developing additional park/open space land, and maintaining the present high quality of programs and services.

The mission of the Gurnee Park District is “Enriching people’s lives by promoting fun and preserving nature.”

The Gurnee Park District provides a wide range of recreational services to its citizens, including Adult Leisure, Arts & Crafts, Before and After School Care, Dance, Fitness, Gymnastics, Aquatic programs, Preschool, Senior Citizen socials and trips, Sports, Day camps, Teen and Family trips, and Special events. The Park District owns and operates the 1500 bather load Hunt Club Park Aquatic Center, Gowe Beach, a natural swimming area, Viking Park Community Center and the Hunt Club Park Community Center. The majority of Gurnee Park District programs take place at either the Viking Park Community Center or the Hunt Club Park Community Center.

The Park District is governed by a Park Board President and a four member Board of Commissioners, elected for overlapping four-year terms. The Board appoints an Executive Director, Treasurer and an Attorney each year.

Major Initiatives

The past year: In October of 2006, the Gurnee Park District opened the new Hunt Club Park Community Center. The components of the 40,000 square foot community center includes three preschool rooms, dance/fitness room, gymnasium, family activity and before/after school program area, multi purpose room, meeting room, community fitness area, child care room and registration offices.

For many years the District had been utilizing leased spaces from School District 56 and Warren Township to hold many of its programs. Since both agencies are experiencing a tremendous growth and need these spaces for their own use, they are unable to renew the leases which expired in 2006. This forced the Park District to move forward quickly to build a community center to continue its already established programs. Over 50% of the programs that are held at the new community center are programs that are relocated from the above mentioned leased facilities.

The District issued bonds sufficient to pay for the construction of the community center in May 2005.

In May of 2007 the Gurnee Park District opened the Churchill Hunt Park. Churchill Hunt subdivision is located east of Dilleys Road and north of Stearns School Road. The subdivision includes 160 single-family homes. The developer impact fees included over 25 acres of land that was used for the neighborhood park. In addition, \$221,000 in cash was donated that was also used towards the construction of the playground and other amenities at the site. The park includes a playground, shelter, half court basketball, small skate area, and a 1-mile walking path and interpretive trail as well as habitat restoration in the woods and wetlands. The park is a natural beauty consisting of oak and hickory woodlands that will be preserved by the Gurnee Park District. The Gurnee Park District received a \$283,500 Open Space Land Acquisition and Development Grant from the State of Illinois for the Churchill Hunt Park.

In addition, the Gurnee Park District also made some enhancements to Viking Park. A new skate park and four half basketball courts were added in August of 2007. The Viking Park Dance Hall was also given a fresh look with the installation of a new dance floor. The original dance hall floor was estimated to be 90 years old.

The future: The Gurnee Park District has begun work on a new three to five year strategic plan. The process will include a community survey to receive feedback on how the Gurnee Park District is meeting the parks and recreational needs of the community. Armed with this data, a strategic planning committee will be formed and charged with developing strategic initiatives for the future.

The current strategic plan expires at the end of 2007 and a great deal was accomplished at the Gurnee Park District based on this plan. The Hunt Club Park Community Center was built during the last two fiscal years to meet the initiative of expanding indoor recreation space. In addition, we have increased the amount of open space from 298 acres to 374 acres. The Park District's finances are in good shape and our customer feedback continues to be positive.

The major capital project for the next year is the refurbishing and modernization of O'Plaine Park. The project will include the replacement of the playground equipment with new, cutting edge equipment. The new playground is substantially different from all our other traditional playgrounds. Work on the new playground began in August and will be finished in December 2007.

The Gurnee Park District is also committed to maintaining compliance with the Americans with Disabilities Act. The Gurnee Park District will make \$160,000 of ADA improvements at 7 different park sites. This is in addition to budgeting almost \$370,000 for the Warren Special Recreation Association (WSRA). The WSRA provides leisure and recreation activities for adults and children with disabilities. The WSRA is a cooperative of three park districts and one township.

In addition to the above mentioned projects the Gurnee Park District continues to provide a wide range of services to meet our mission of enriching people's lives by promoting fun and preserving nature.

**GURNEE PARK DISTRICT
TAX INFORMATION FOR 16 YEARS**

<u>Year</u>	<u>EAV</u>	<u>Tax Rate</u>	<u>Tax Extension</u>
1991	315,638,767	0.525	1,657,104
1992	378,628,607	0.335	1,268,406
1993	426,705,685	0.338	1,442,265
1994	487,280,244	0.320	1,559,297
1995	536,240,283	0.318	1,705,244
1996	587,583,621	0.272	1,598,227
1997	634,878,100	0.317	2,012,564
1998	701,728,631	0.309	2,168,342
1999	761,024,117	0.307	2,336,344
2000	815,693,590	0.310	2,528,650
2001	873,083,508	0.314	2,741,482
2002	946,508,524	0.307	2,905,781
2003	1,001,602,972	0.370	3,705,931
2004	1,054,709,372	0.374	3,944,613
2005	1,145,745,264	0.365	4,181,970
2006	1,242,914,146	0.358	4,449,633

**GURNEE PARK DISTRICT
TAX RATE COMPARISON
(based on 2006 rates)**

<u>Name</u>	<u>Tax Rate</u>
Zion Park District	0.728
Waukegan Park District	0.599
Wheeling Park District	0.574
Round Lake Park District	0.486
Buffalo Grove Park District	0.403
Park District of Highland Park	0.378
Grayslake Park District	0.376
Mundelein Park District	0.370
Gurnee Park District	0.358
Vernon Hills Park District	0.351
Lake Bluff Park District	0.336
Wauconda Park District	0.311

**GURNEE PARK DISTRICT
FUND BALANCE COMPARISON FOR 10 YEARS
(ALL FUNDS)**

FUND	FY 97/98*	FY 98/99	FY 99/00	FY 00/01	FY 01/02	FY 02/03	FY 03/04	FY 04/05	FY 05/06	FY 06/07
CORPORATE	32,386	108,016	188,271	249,123	247,122	288,245	368,741	512,892	646,958	599,565
SITE & CONST (Dev donation)	513,931	156,611	118,688	153,910	150,373	381,548	97,290	262,088	314,941	(298)
SITE & CONST (bonds)	-	60,858	380,177	751,108	47,898	96,671	498,893	514,699	245,426	266,465
CAPITAL REPL / DEVL	-	-	-	-	-	-	-	-	-	-
SITE & CONST (Village Funded)	-	-	421,876	212,713	94,545	79,811	-	-	-	-
SITE & CONST (Aquatic Center)	-	-	-	(250,206)	1,666,166	-	-	-	-	-
SITE & CONST (HCPCC)	-	-	-	-	-	33,128	-	-	3,498,113	-
RECREATION	51,531	163,470	334,890	428,315	502,919	759,656	945,883	1,135,133	1,356,022	1,152,974
HUNT CLUB PARK AQUATIC CENTER	-	-	-	-	575	162,544	343,341	593,475	710,034	879,316
AUDIT	23,244	20,908	27,674	29,475	26,546	25,968	16,093	18,502	14,626	22,319
PAVING & LIGHTING	25,267	28,180	21,639	16,169	30,163	56,882	62,910	69,809	69,508	75,591
REC FOR HANDICAPPED	-	15,834	17,259	37,443	2,739	24,204	30,412	37,938	112,530	59,772
LIABILITY INSURANCE	48,786	74,500	87,579	70,411	96,499	105,872	99,242	90,417	97,549	104,102
IMRF	13,565	16,439	1,365	13,240	40,891	96,881	158,189	231,017	316,522	348,872
SOCIAL SECURITY	25,155	31,165	28,367	30,638	29,032	49,166	75,687	102,797	145,330	203,054
BOND & INTEREST	80,848	107,047	90,108	137,130	42,455	5,263	16,225	38,212	50,997	90,394
DEBT SERVICE (Aquatic Center)	-	-	-	-	509,770	508,323	517,207	531,900	560,047	686,064
TOTAL	\$ 814,713	\$ 783,028	\$ 1,717,893	\$ 1,879,469	\$ 3,487,693	\$ 2,674,162	\$ 3,230,113.00	\$ 4,138,879.00	\$ 8,138,603.00	\$ 4,388,190.00

* Fiscal Year 1997 / 1998 was the year the Fund Balance Policy was implemented. The Fund Balance Policy requires 25% of operating expenditures in each fund to be set aside towards fund balances.

ATTACHMENT E

GURNEE PARK DISTRICT PROGRAM REGISTRATION / FACILITY USAGE STATISTICS

REGISTRATION BY PROGRAM CATEGORY

	<u>1997</u>	<u>1998</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>
Athletics	3829	4052	4211	4493	5241	6,158	5,554	6,402	6,622	7,203
Youth Recreation	1147	2169	3322	3531	3598	3,656	3,235	3,382	3,834	3,188
Fitness	0	0	0	0	0	0	0	0	0	811
Early Childhood/Preschool	175	619	622	351	387	307	189	247	421	471
Day Camp	1559	1524	1866	2446	2532	3,292	3,426	2,026	2,121	1,994
Aquatics	4044	4678	4375	3512	3697	3,527	3,826	4,023	3,743	3,885
Arts/Special Events	650	2279	2784	2430	2096	2,581	2,581	2,643	2,449	1,101
Adult Programming	0	0	0	0	0	0	0	0	0	1,588
Aquatic Center Memberships						8,220	8,547	8,678	6,694	7,505
Fitness Center Memberships	0	0	0	0	0	0	0	0	0	1,134
Other	197	184	762	304	1245	989	916	1,564	876	520
Total	11,601	15,505	17,942	17,067	18,796	28,730	28,274	28,965	26,760	29,400

NOTE
Fitness and Adult Programming are new categories that did not exist in prior years. As a result some areas saw large percentage decreases. This includes Arts/Special Events, Youth Recreation and Other categories.

<u>FACILITY USAGE</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>
Aquatic Center Aquatic Center Opened in 2002	93,663	83,950	72,068	75,153	67,883
Fitness Center / Drop-ins Fitness Center Opened in 2006	0	0	0	0	14,559
Total	93,663	83,950	72,068	75,153	82,442

<u>PROGRAM REVENUE</u>	<u>FYE 97</u>	<u>FYE 98</u>	<u>FYE 99</u>	<u>FYE 00</u>	<u>FYE 01</u>	<u>FYE 02</u>	<u>FYE 03</u>	<u>FYE 04</u>	<u>FYE 05</u>	<u>FYE 06</u>
	\$725,615	\$812,659	\$1,175,217	\$1,436,393	\$1,672,158	\$1,890,519	\$2,148,032	\$2,206,062	\$2,329,609	\$2,518,375

ATTACHMENT F

**Table DP-1. Profile of General Demographic Characteristics for Gurnee village, Illinois
Special Census of Gurnee village, Illinois: August 11, 2006**

[For information on confidentiality protection, nonsampling error, and definitions, see <http://www.census.gov/prod/cen2000/doc/sf1.pdf>]

Subject	Number	Percent	Subject	Number	Percent
Total population.....	31,170	100.0	HISPANIC OR LATINO AND RACE		
SEX AND AGE			Total population.....	31,170	100.0
Male.....	15,069	48.3	Hispanic or Latino (of any race).....	2,902	9.3
Female.....	16,101	51.7	Mexican.....	1,726	5.5
Under 5 years.....	2,230	7.2	Puerto Rican.....	410	1.3
5 to 9 years.....	2,625	8.4	Cuban.....	38	0.1
10 to 14 years.....	2,729	8.8	Other Hispanic or Latino.....	728	2.3
15 to 19 years.....	2,368	7.6	Not Hispanic or Latino.....	28,268	90.7
20 to 24 years.....	1,633	5.2	White alone.....	22,234	71.3
25 to 34 years.....	3,630	11.6	RELATIONSHIP		
35 to 44 years.....	5,782	18.5	Total population.....	31,170	100.0
45 to 54 years.....	5,174	16.6	In households.....	31,096	99.8
55 to 59 years.....	1,617	5.2	Householder.....	11,351	36.4
60 to 64 years.....	1,028	3.3	Spouse.....	6,796	21.8
65 to 74 years.....	1,210	3.9	Child.....	11,178	35.9
75 to 84 years.....	930	3.0	Own child under 18 years.....	8,781	28.2
85 years and over.....	214	0.7	Other relatives.....	981	3.1
Median age (years).....	35.7	(X)	Under 18 years.....	269	0.9
18 years and over.....	22,087	70.9	Nonrelatives.....	790	2.5
Male.....	10,432	33.5	Unmarried partner.....	426	1.4
Female.....	11,655	37.4	In group quarters.....	74	0.2
21 years and over.....	20,856	66.9	Institutionalized population.....	72	0.2
62 years and over.....	2,937	9.4	Noninstitutionalized population.....	2	-
65 years and over.....	2,354	7.6	HOUSEHOLDS BY TYPE		
Male.....	936	3.0	Total households.....	11,351	100.0
Female.....	1,418	4.5	Family households (families).....	8,164	71.9
RACE			With own children under 18 years.....	4,706	41.5
One race.....	30,342	97.3	Married-couple family.....	6,796	59.9
White.....	23,848	76.5	With own children under 18 years.....	3,871	34.1
Black or African American.....	1,965	6.3	Female householder, no husband present.....	1,039	9.2
American Indian and Alaska Native.....	50	0.2	With own children under 18 years.....	678	6.0
Asian.....	3,241	10.4	Nonfamily households.....	3,187	28.1
Asian Indian.....	1,250	4.0	Householder living alone.....	2,701	23.8
Chinese.....	460	1.5	Householder 65 years and over.....	765	6.7
Filipino.....	933	3.0	Households with individuals under 18 years.....	4,877	43.0
Japanese.....	60	0.2	Households with individuals 65 years and over.....	1,786	15.7
Korean.....	260	0.8	Average household size.....	2.74	(X)
Vietnamese.....	58	0.2	Average family size.....	3.32	(X)
Other Asian ¹	220	0.7	HOUSING OCCUPANCY		
Native Hawaiian and Other Pacific Islander.....	43	0.1	Total housing units.....	11,906	100.0
Native Hawaiian.....	5	-	Occupied housing units.....	11,351	95.3
Guamanian or Chamorro.....	10	-	Vacant housing units.....	555	4.7
Samoa.....	-	-	For seasonal, recreational, or occasional use.....	56	0.5
Other Pacific Islander ²	28	0.1	Homeowner vacancy rate (percent).....	2.1	(X)
Some other race.....	1,195	3.8	Rental vacancy rate (percent).....	6.4	(X)
Two or more races.....	828	2.7	HOUSING TENURE		
Race alone or in combination with one or more other races:³			Occupied housing units.....	11,351	100.0
White.....	24,561	78.8	Owner-occupied housing units.....	8,834	77.8
Black or African American.....	2,199	7.1	Renter-occupied housing units.....	2,517	22.2
American Indian and Alaska Native.....	159	0.5	Average household size of owner-occupied units.....	2.98	(X)
Asian.....	3,567	11.4	Average household size of renter-occupied units.....	1.96	(X)
Native Hawaiian and Other Pacific Islander.....	74	0.2			
Some other race.....	1,493	4.8			

- Represents zero or rounds to zero. (X) Not applicable.

¹ Other Asian alone, or two or more Asian categories.

² Other Pacific Islander alone, or two or more Native Hawaiian and Other Pacific Islander categories.

³ In combination with one or more of the other races listed. The following six numbers may add to more than the total population and the six percentages may add to more than 100 percent because individuals may report more than one race.

Source: U.S. Census Bureau, Special Census.

Leisure Vision.

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Assisting Organizations & Communities in Making Better Decisions

July 14, 2007

Ms. Susie Kuruvilla, CPRP, CPA
Executive Director
Gurnee Park District
4374 Old Grand Avenue
Gurnee, Illinois 60031

RE: MANAGEMENT LETTER FOR THE CITIZEN SURVEY

Dear Ms. Kuruvilla:

The Park District Board and staff of the Gurnee Park District should be congratulated for your leadership and proactive interest in conducting the Community Attitude & Interest Citizen Survey.

Please find attached the Executive Summary for the Citizen Survey.

As you are aware Leisure Vision has conducted citizen surveys for parks and recreation agencies in 46 states across the country, including nearly 20 surveys for park districts and park systems in Illinois. These surveys have allowed us to create National and Illinois benchmarking averages for citizen responses to a number of very important parks and recreation service issues.

The results for your Citizen Survey when compared to our national and Illinois benchmarking averages indicate that the Gurnee Park District is doing an excellent job both as regards to the number of households who are being served by visiting your parks and participating in your recreation programs and also by the high level of satisfaction for those who visit your parks and participate in your programs.

A few examples:

- ***Usage of Gurnee Park District parks is higher than our national benchmarking average and equal to our Illinois benchmarking average.*** 78% of households have visited a Gurnee Park District park, as compared to the national benchmarking average of 72% of households and the Illinois benchmarking average of 78% of households.
- ***Satisfaction with the conditions of Gurnee Park District parks is higher than our national benchmarking average and our Illinois benchmarking average.*** 47% of households who have visited a Gurnee Park District park rate the condition of the parks as excellent, as compared to the national benchmarking average of 30% of households and the Illinois benchmarking average of 34% of households.

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Assisting Organizations & Communities in Making Better Decisions

- ***Participation in programs of the Gurnee Park District is higher than our national benchmarking average and our Illinois benchmarking average.*** 44% of households have participated in a Gurnee Park District program, as compared to the national benchmarking average of 29% of households and the Illinois benchmarking average of 34% of households.
- ***Satisfaction with the overall quality of Gurnee Park District programs is also higher than our national benchmarking average and our Illinois benchmarking average.*** 45% of households who have participated in a Gurnee Park District program rate the overall quality of the programs as excellent, as compared to the national benchmarking average of 33% of households and the Illinois benchmarking average of 36% of households.

I look forward to more fully discussing the Citizen Survey results with the Gurnee Park Board at your meeting on August 21. As part of our final report we will be developing cross-tabular analysis of survey results by demographic factors in your community, i.e. based on households with children and without children, by the gender of the respondent, by the age of the respondent, etc., as well as a more complete National and Illinois benchmarking report.

Sincerely,

Ronald A. Vine, Project Manager
President, Leisure Vision

Community Survey

Executive Summary of Community Survey Results

Overview of the Methodology

The Gurnee Park District conducted a Community Survey during May and June of 2007 to establish priorities for the future improvement of parks and recreation facilities, programs and services within the community. The survey was designed to obtain statistically valid results from households throughout the Gurnee Park District. The survey was administered by a combination of mail and phone.

Leisure Vision worked extensively with Gurnee Park District officials in the development of the survey questionnaire. This work allowed the survey to be tailored to issues of strategic importance to effectively plan the future system.

In May of 2007, surveys were mailed to a random sample of 2,000 households in the Gurnee Park District. Approximately three days after the surveys were mailed, each household that received a survey also received an electronic voice message encouraging them to complete the survey. In addition, about two weeks after the surveys were mailed, Leisure Vision began contacting households by phone, either to encourage completion of the mailed survey or to administer the survey by phone.

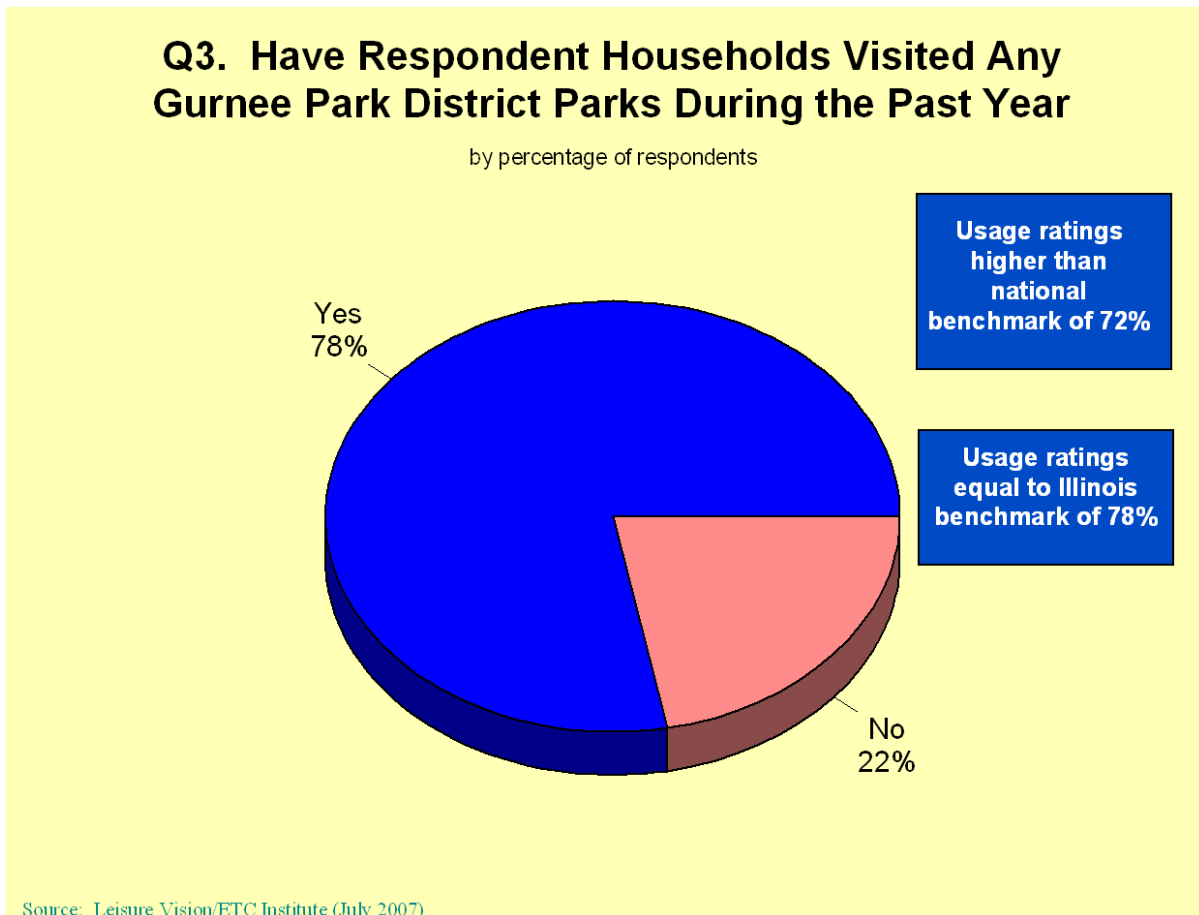
The goal was to obtain a total of at least 400 completed surveys. This goal was accomplished, with a total of 472 surveys having been completed. The results of the random sample of 472 households have a 95% level of confidence with a precision of at least +/-4.5%.

The following pages summarize major survey findings:

Visitation of Park District Parks

Respondents were asked if any members of their household have visited any Gurnee Park District parks during the past year. The following summarizes key findings:

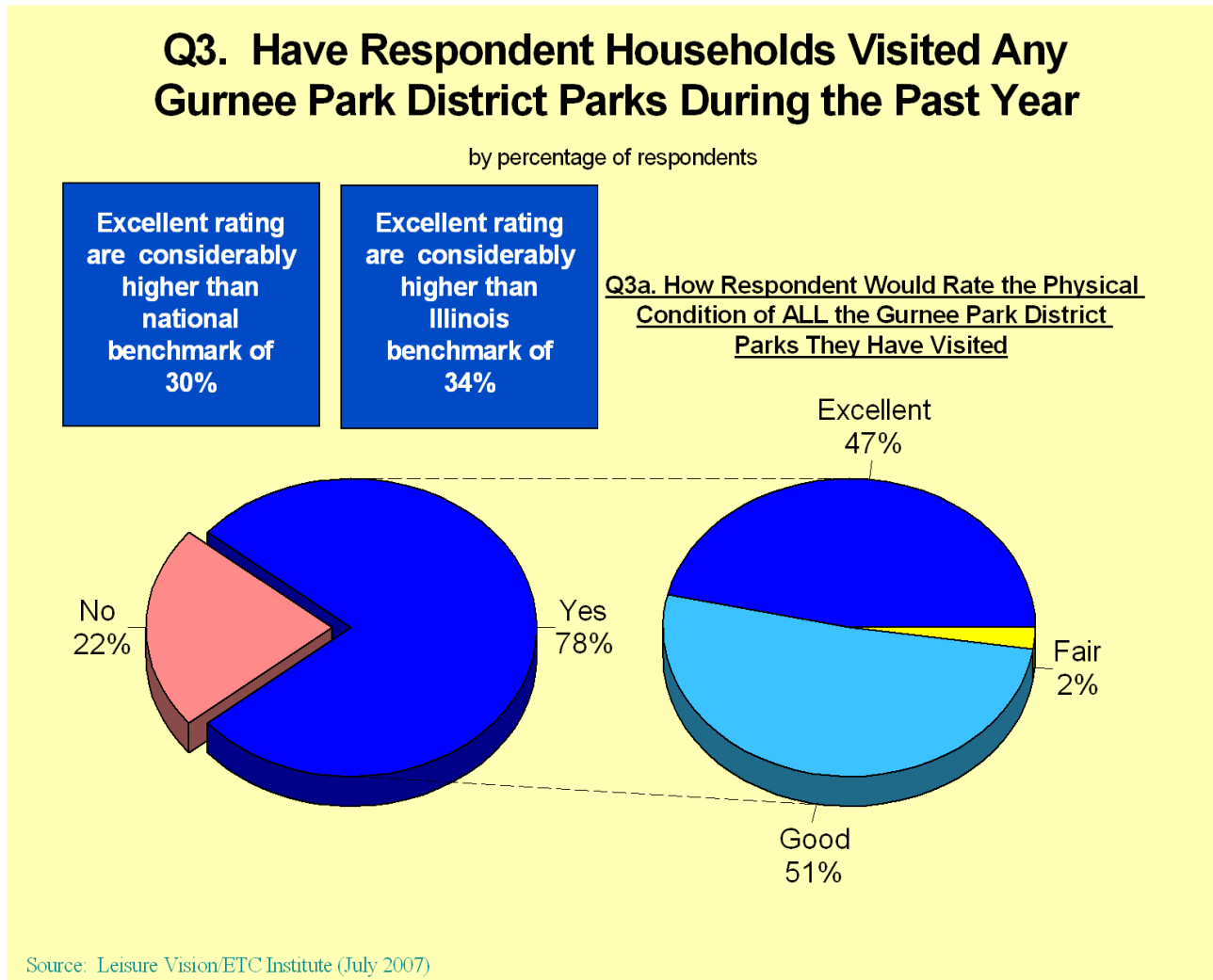
- **Seventy-eight percent (78%) of respondent households have visited Gurnee Park District parks during the past year.**



Physical Condition of Park District Parks

Respondent households that have visited Gurnee Park District parks during the past year were asked how they would rate the physical condition of all the Park District parks that they have visited. The following summarizes key findings:

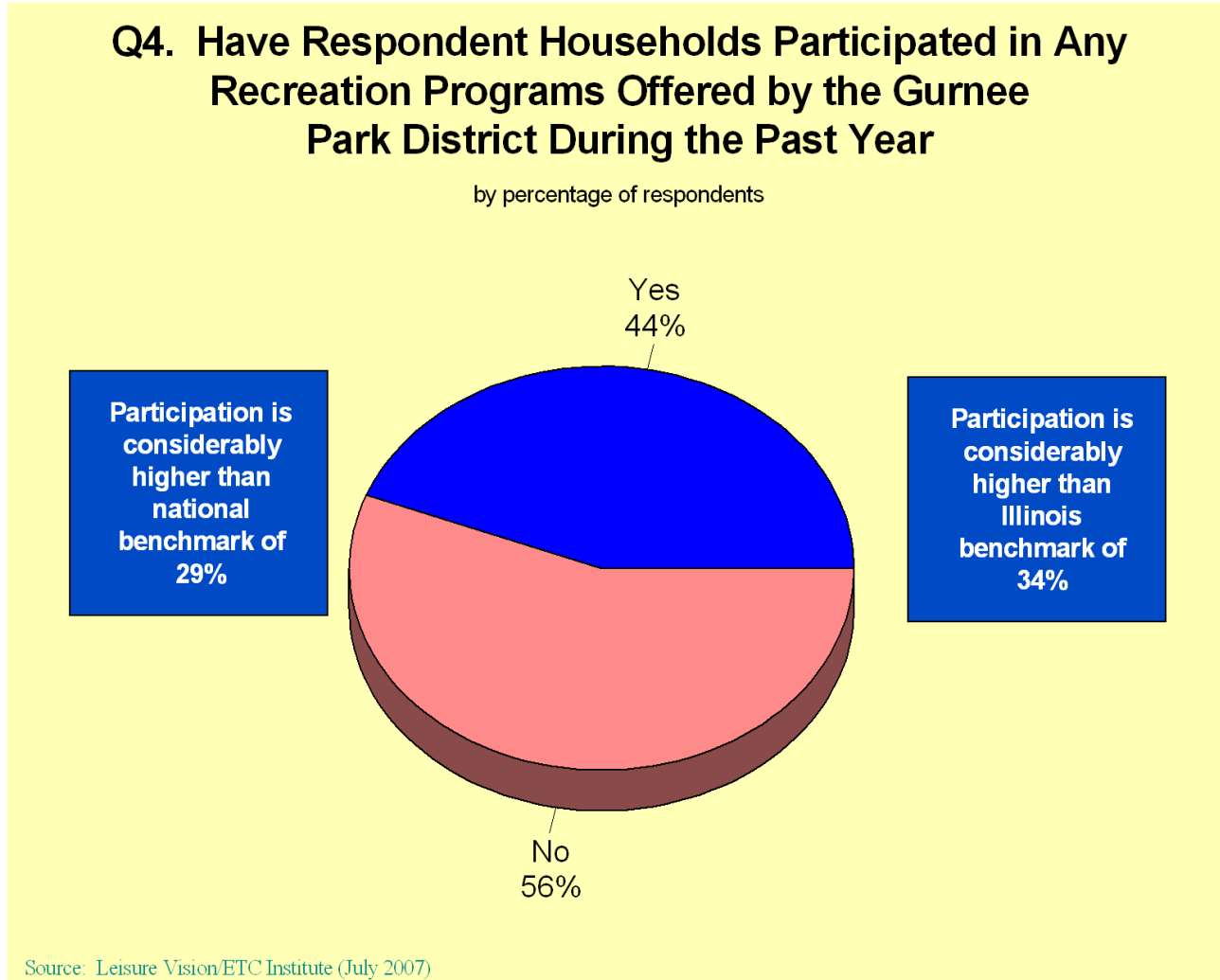
- Of the 78% of respondent households that have visited Park District parks during the past year, 98% rated the parks as either excellent (47%) or good (51%). In addition, 2% rated the parks as fair and less than 1% rated them as poor.



Participation in Park District Programs

Respondents were asked if any members of their household have participated in any recreation programs offered by the Gurnee Park District during the past 12 months. The following summarizes key findings:

- **Forty-four percent (44%) of respondent households have participated in recreation programs offered by the Gurnee Park District during the past 12 months.**



Number of Programs Participated in

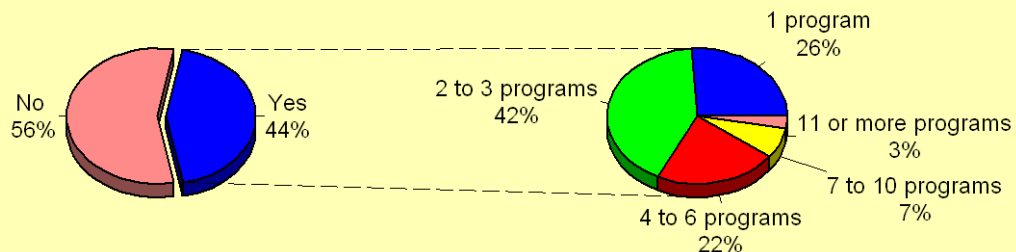
Respondent households that have participated in recreation programs offered by the Gurnee Park District during the past 12 months were asked how many different programs they have participated in during that time. The following summarizes key findings:

- **Of the 44% of respondent households that have participated in Gurnee Park District recreation programs during the past 12 months, 74% have participated in at least 2 different programs during that time.** Thirty-two percent (32%) of respondent households have participated in at least 4 different programs during that time.

Q4. Have Respondent Households Participated in Any Recreation Programs Offered by the Gurnee Park District During the Past Year

by percentage of respondents

Q4a. Number of Different Recreation Programs Offered by the Gurnee Park District That Respondent Households Have Participated in Over the Past Year

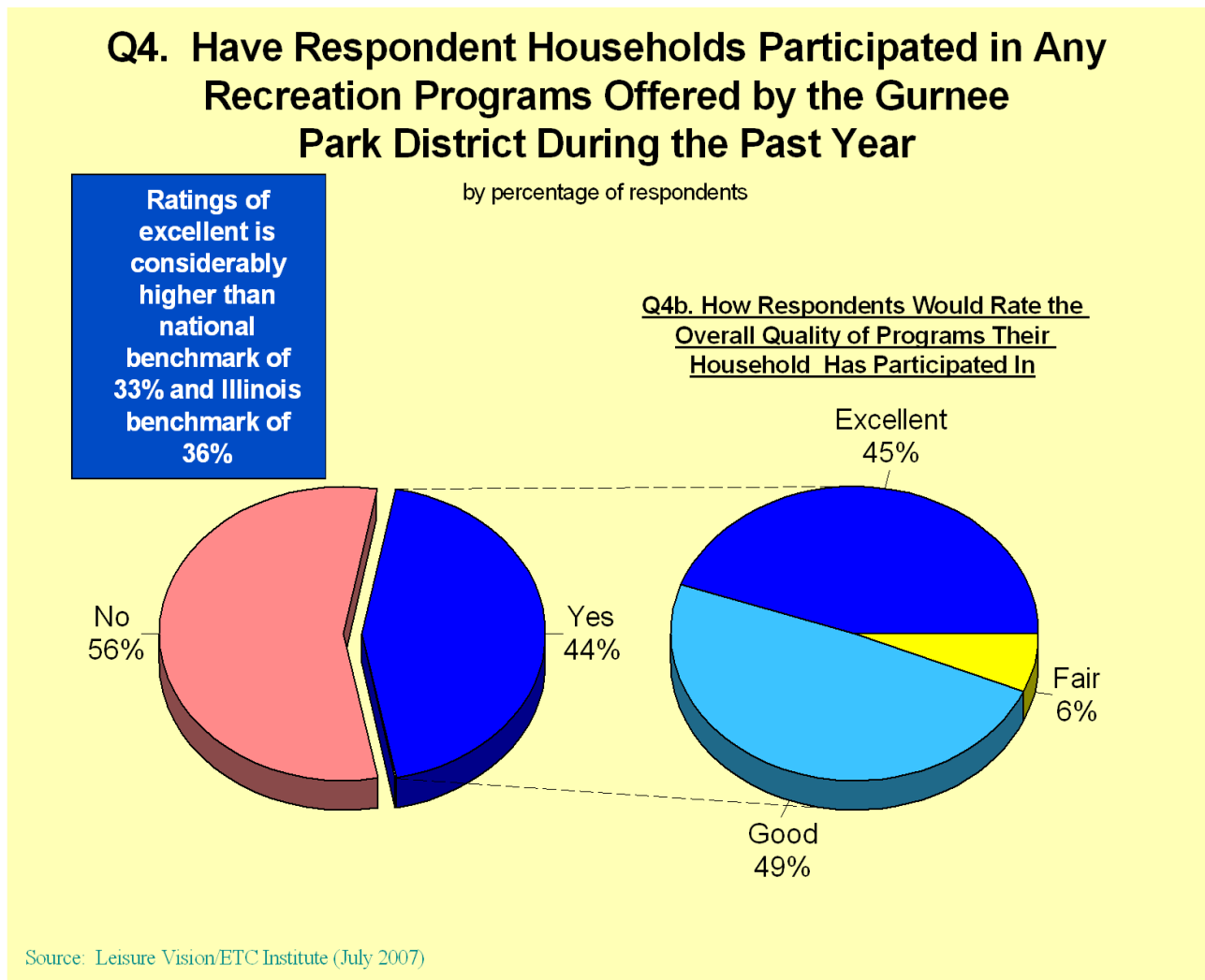


Source: Leisure Vision/ETC Institute (July 2007)

Quality of Recreation Programs

Respondent households that have participated in recreation programs offered by the Gurnee Park District during the past 12 months were asked to rate the overall quality of the programs they have participated in. The following summarizes key findings:

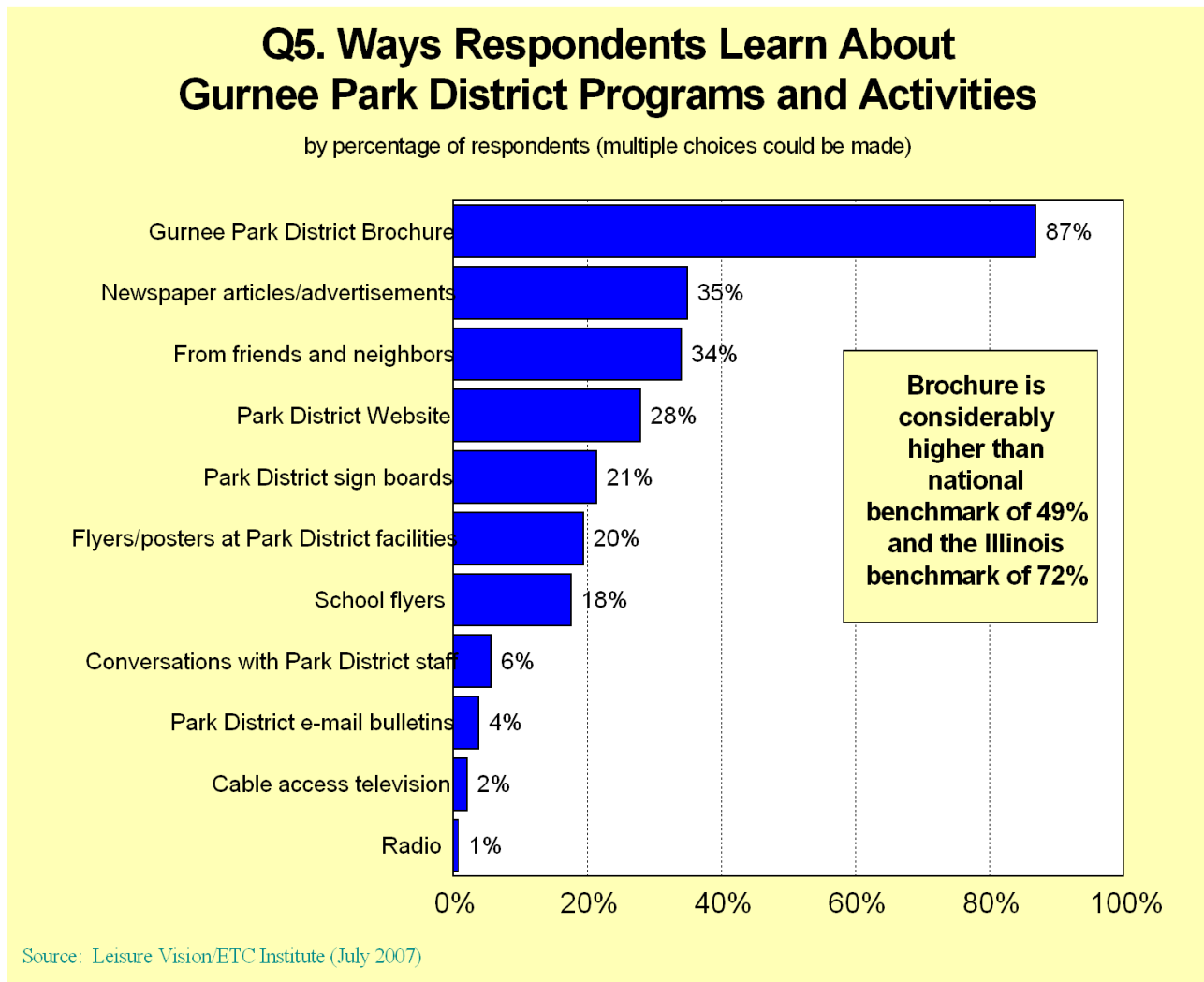
- **Of the 44% of respondent households that have participated in Gurnee Park District recreation programs during the past 12 months, 94% rated the programs as either excellent (45%) or good (49%).** In addition, 6% of respondents have rated the programs as fair and less than 1% rated them as poor.



Ways Respondents Learned About Programs and Activities

From a list of 11 options, respondents were asked to indicate all of the ways they learn about Gurnee Park District programs and activities. The following summarizes key findings:

- **The Gurnee Park District brochure (87%) is by a wide margin the most frequently mentioned way that respondents have learned about Gurnee Park District programs and activities.** The other most frequently mentioned way that respondents learn about programs and activities include: newspaper articles/advertisements (35%), from friends and neighbors (34%) and Park District Website (28%).



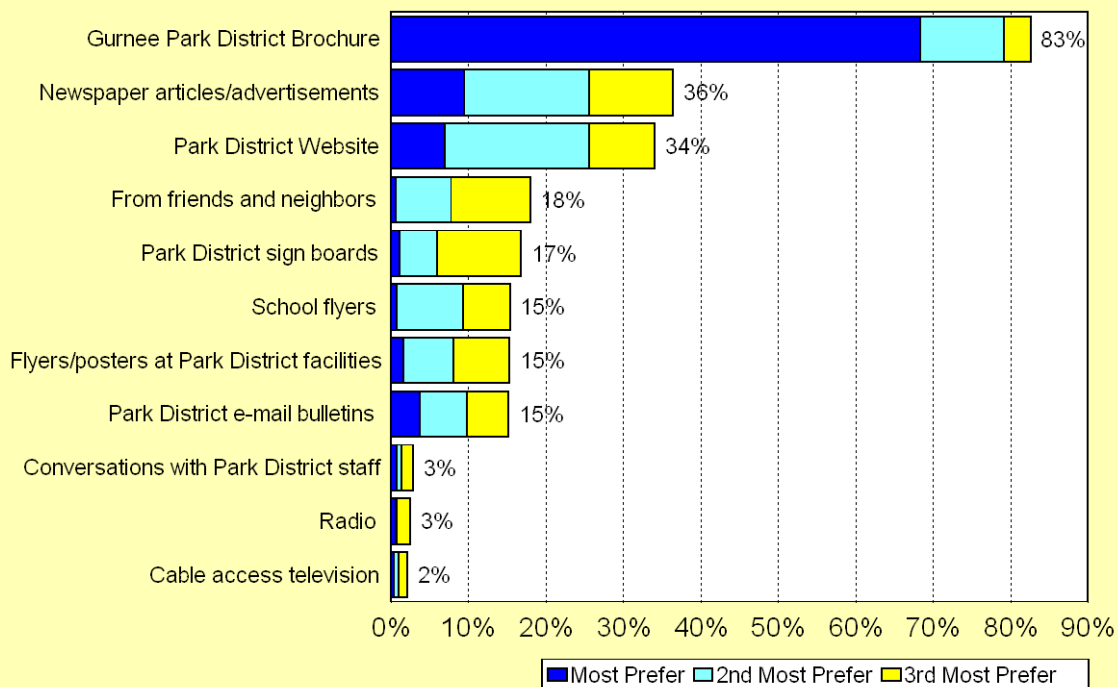
Ways Respondents Most Prefer to Learn About Programs and Activities

From the list of 11 options, respondents were asked to indicate the three ways they would most prefer to learn about Gurnee Park District programs and activities in the future. The following summarizes key findings:

- **The Gurnee Park District brochure (83%) had by a wide margin the highest percentage of respondents select it as one of their three most preferred ways to learn about programs and activities in the future.** There are two other ways that over one-third of respondents would most prefer to learn about programs and activities in the future: newspaper articles/advertisements (36%) and Park District Website (34%). It should also be noted that the Gurnee Park District brochure had by a wide margin the highest percentage of respondents select it as their first choice as the way they most prefer to learn about programs and activities in the future.

Q5a. Ways Respondents Would Most Prefer to Learn About Recreation Programs and Activities in the Future

by percentage of respondents who selected the item as one of their top three choices

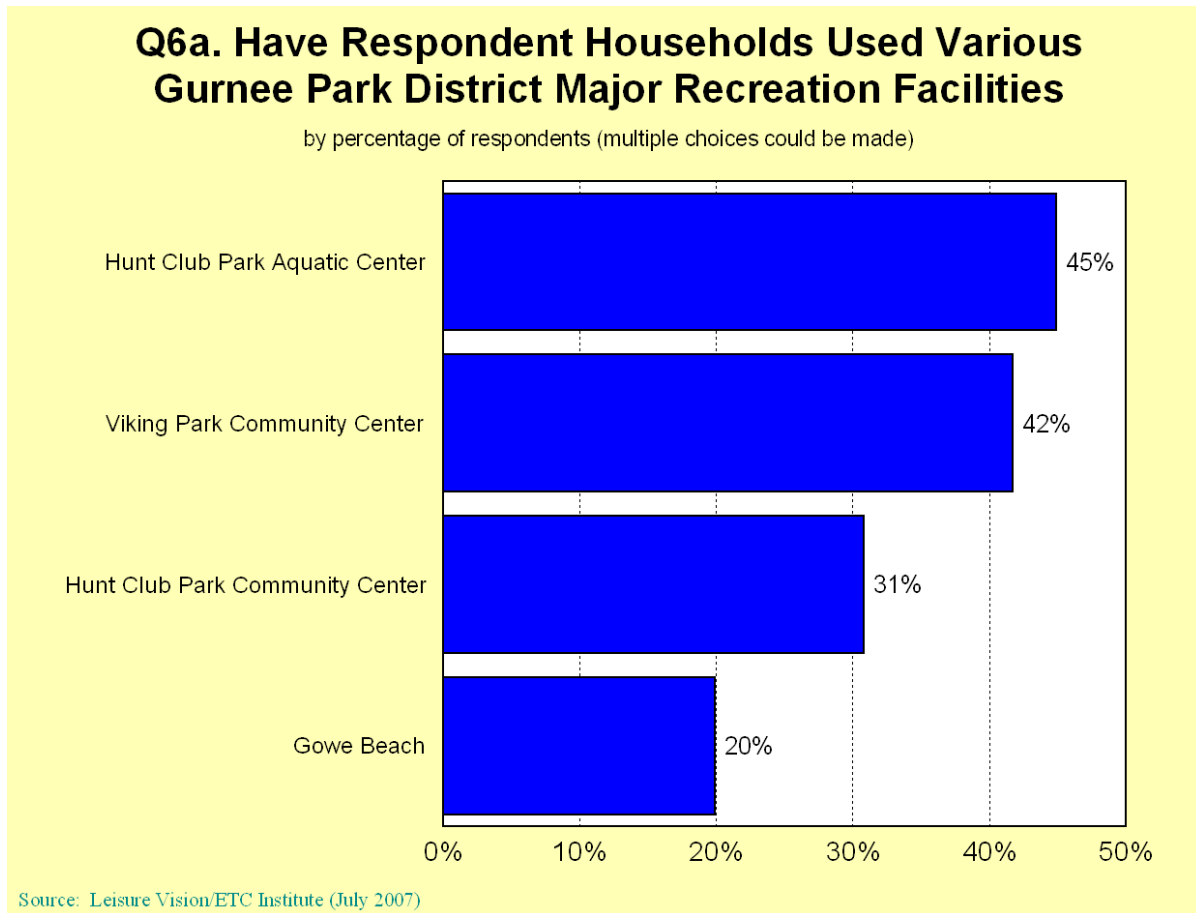


Source: Leisure Vision/ETC Institute (July 2007)

Use of Park District Recreation Facilities

From a list of four Gurnee Park District recreation facilities, respondents were asked to indicate all of the ones their household has used. The following summarizes key findings:

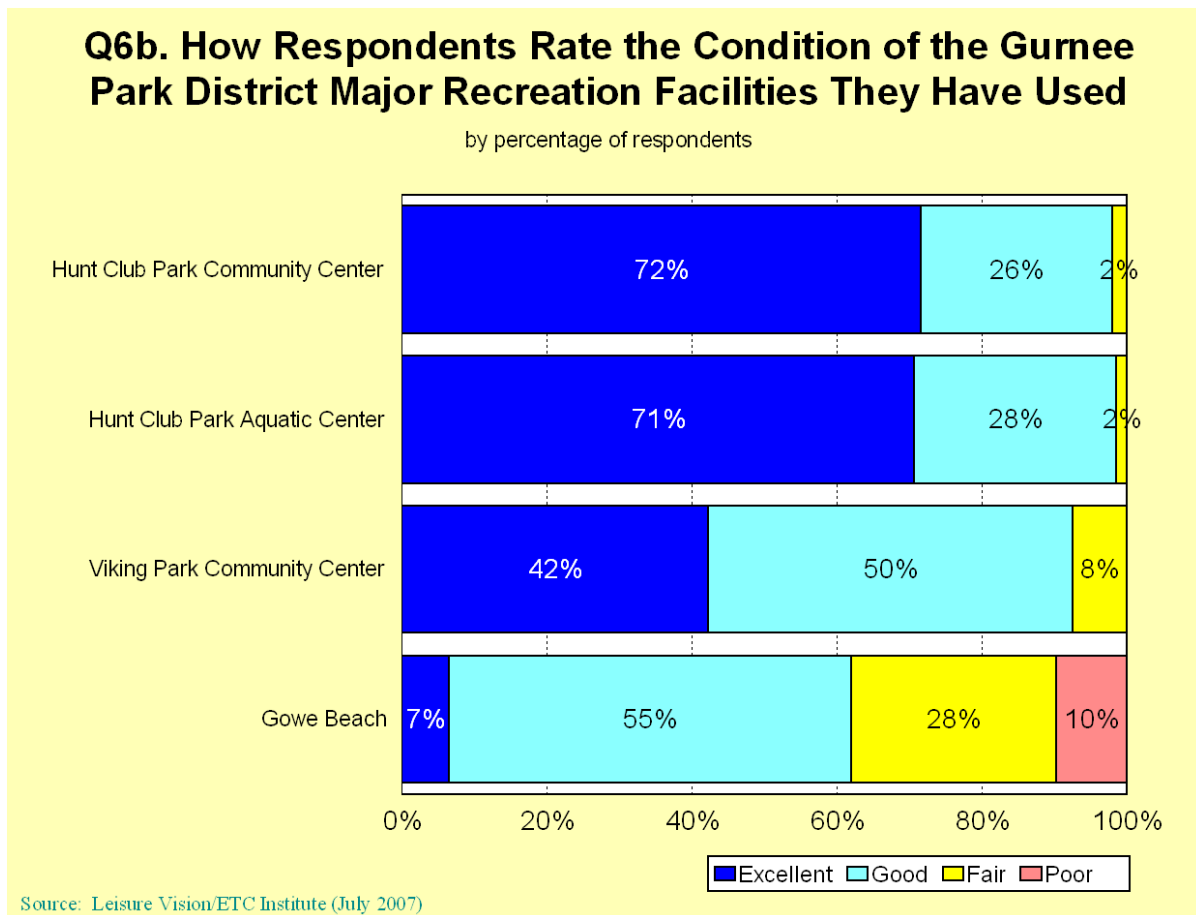
- **Forty-five percent (45%) of respondent households have used the Hunt Club Park Aquatic Center.** In addition, 42% of respondent households have used the Viking Park Community Center, 31% have used the Hunt Club Park Community Center, and 20% have used Gowe Beach.



Quality of Park District Recreation Facilities

From the list of four Gurnee Park District recreation facilities, respondent households were asked to rate the condition of the facility(s) they have used. The following summarizes key findings:

- **Seventy-two percent (72%) of respondent households that have used the Hunt Club Park Community Center rated it as excellent.** In addition, 71% of respondent households that have used the Hunt Club Park Aquatic Center rated it as excellent. It should also be noted that all respondent households that have used the Hunt Club Park Community Center, Hunt Club Park Aquatic Center, or Viking Park Community Center rated them as fair or better.



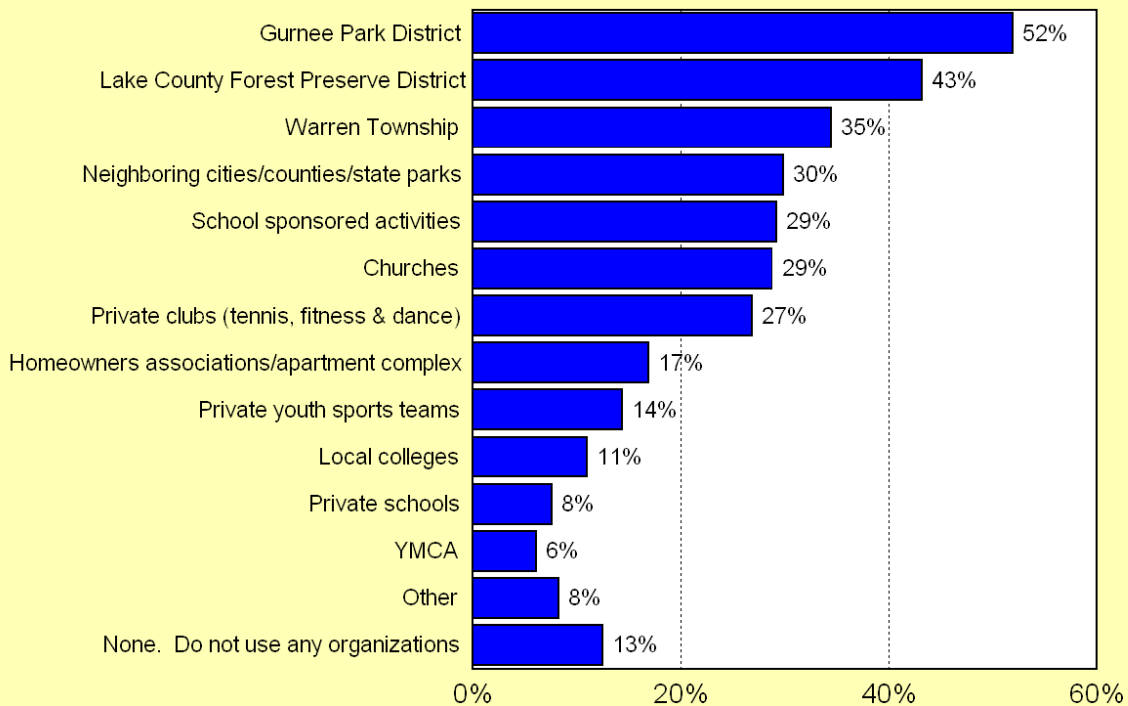
Organizations Used for Indoor and Outdoor Recreation Activities

From a list of 12 options, respondents were asked to indicate all the organizations that members of their household have used for indoor and/or outdoor recreation activities during the past 12 months. The following summarizes key findings:

- **The organizations that the highest percentage of respondent households have used for indoor and/or outdoor activities during the past 12 months are: Gurnee Park District (52%), Lake County Forest Preserve District (43%) and Warren Township (35%).**

Q7. Organizations That Respondent Households Have Used for Indoor and Outdoor Recreation Activities During the Past Year

by percentage of respondents (multiple choices could be made)

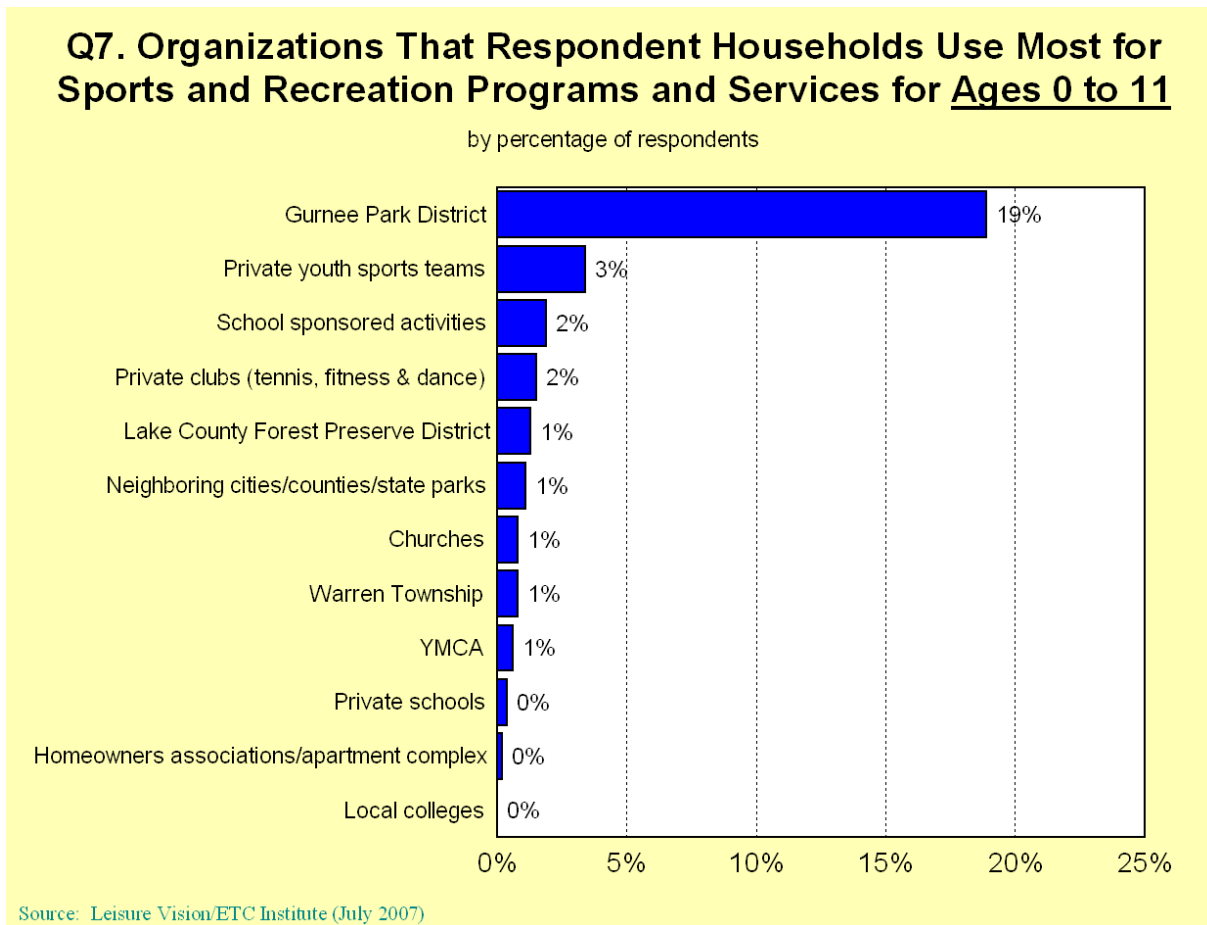


Source: Leisure Vision/ETC Institute (July 2007)

Organizations Used the Most for Household Members Ages 0-11

From the list of 12 options, respondents were asked to indicate the two organizations they use the most for sports and recreation programs and services for household members ages 0-11. The following summarizes key findings:

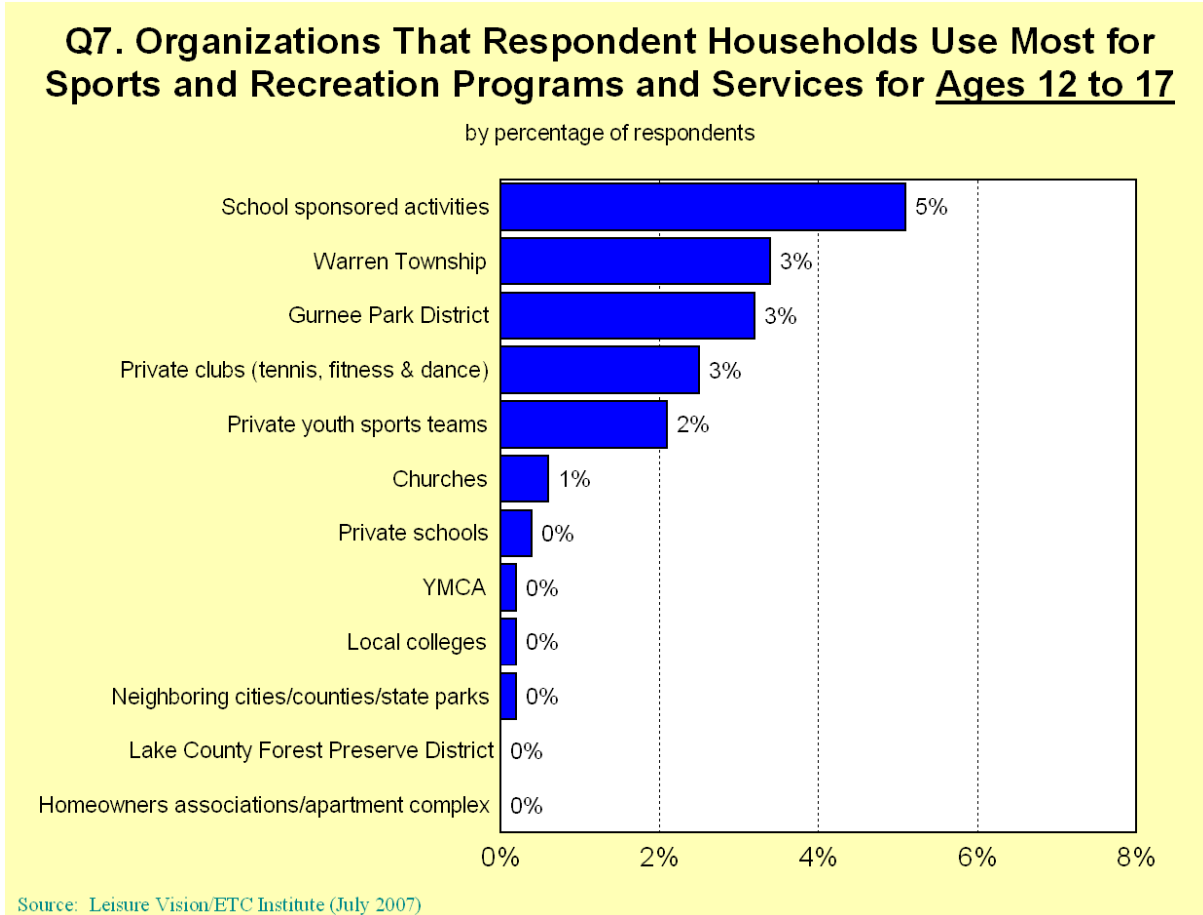
- **Based on the sum of their top two choices, the organization that respondents use the most for sports and recreation programs and services for household members ages 0-11 is the Gurnee Park District.**



Organizations Used the Most for Household Members Ages 12-17

From the list of 12 options, respondents were asked to indicate the two organizations they use the most for sports and recreation programs and services for household members ages 12-17. The following summarizes key findings:

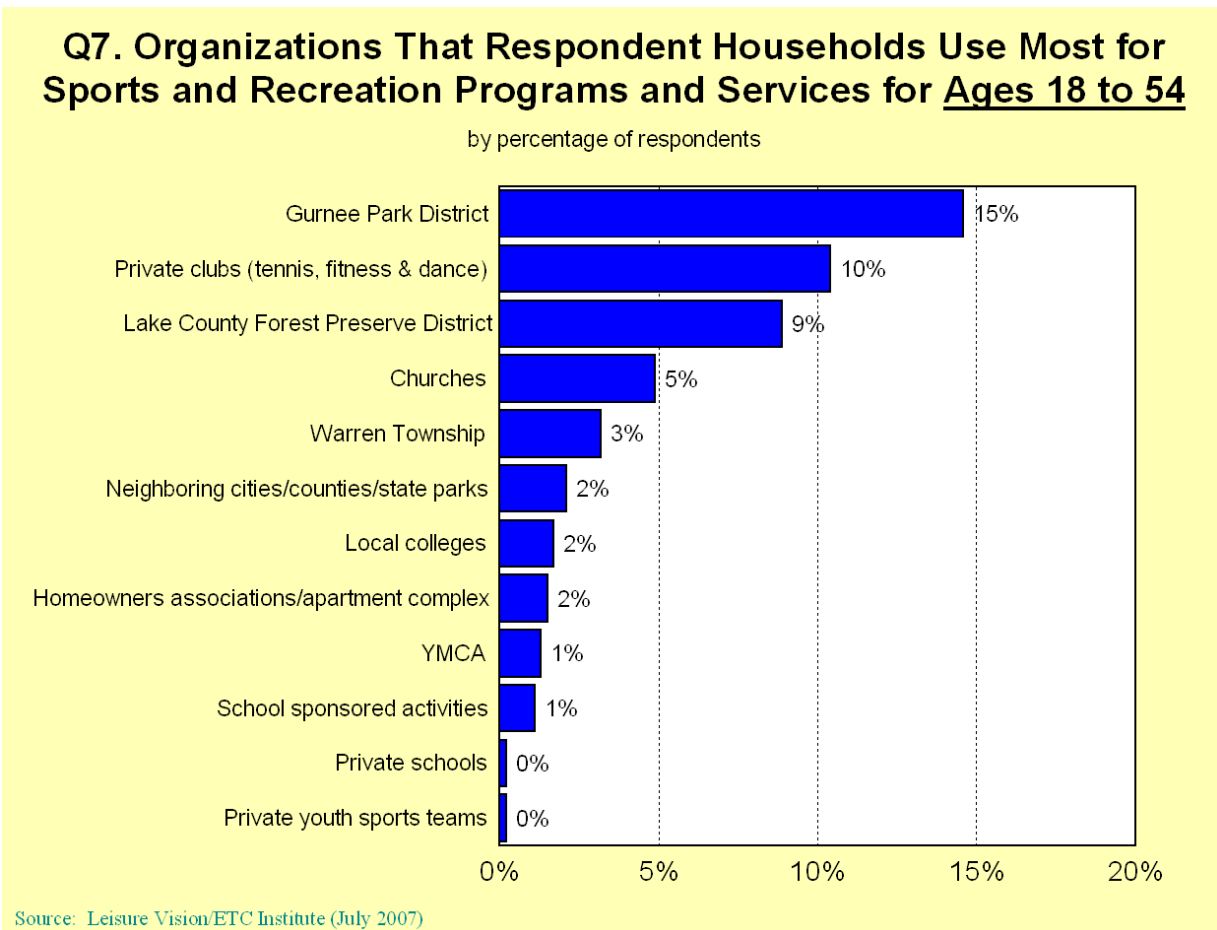
- **Based on the sum of their top two choices, the organizations that respondents use the most for sports and recreation programs and services for household members ages 12-17 are school sponsored activities, Warren Township and the Gurnee Park District.**



Organizations Used the Most for Household Members Ages 18-54

From the list of 12 options, respondents were asked to indicate the two organizations they use the most for sports and recreation programs and services for household members ages 18-54. The following summarizes key findings:

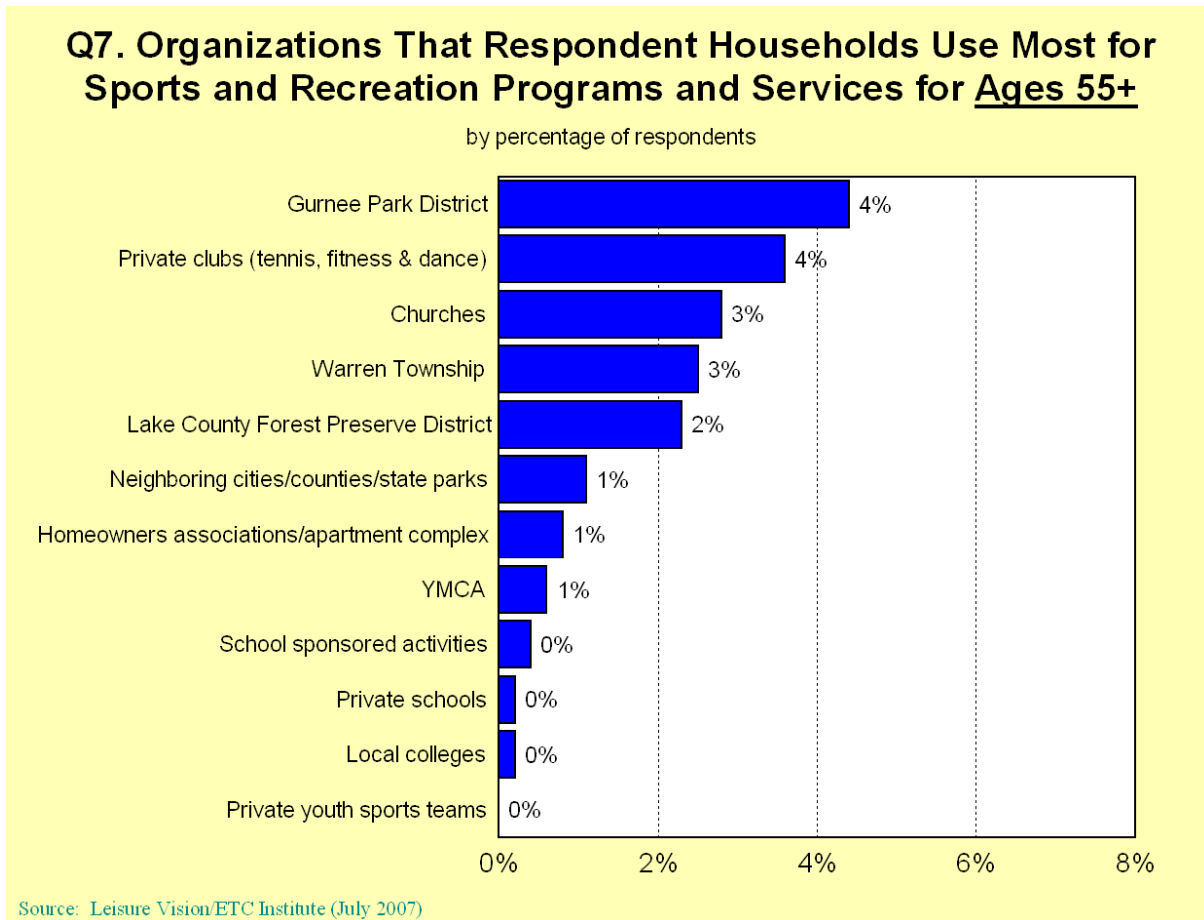
- **Based on the sum of their top two choices, the organizations that respondents use the most for sports and recreation programs and services for household members ages 18-54 are the Gurnee Park District, private clubs, and the Lake County Forest Preserve District.**



Organizations Used the Most for Household Members Ages 55+

From the list of 12 options, respondents were asked to indicate the two organizations they use the most for sports and recreation programs and services for household members ages 55+. The following summarizes key findings:

- **Based on the sum of their top two choices, the organizations that respondents use the most for sports and recreation programs and services for household members ages 55+ are the Gurnee Park District and private clubs.**



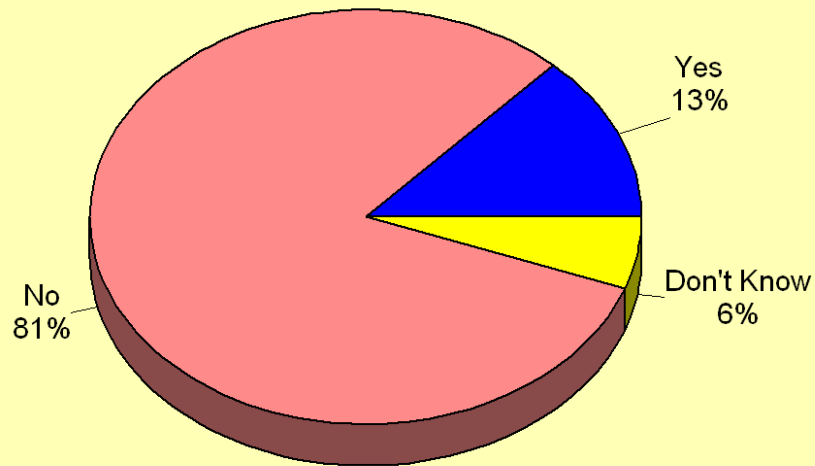
Participation on a Traveling Sports Team

Respondents were asked if any youths in their household participate on a traveling sports team. The following summarizes key findings:

- **Thirteen percent (13%) of respondent households have participated on a traveling sports team.**

Q9. Do Any Youth in Respondent Households Participate on a Traveling Sports Team, i.e. Competitive Athletic Teams for Sports Such as Baseball, Soccer, Softball, Football, Etc.

by percentage of respondents



Source: Leisure Vision/ETC Institute (July 2007)

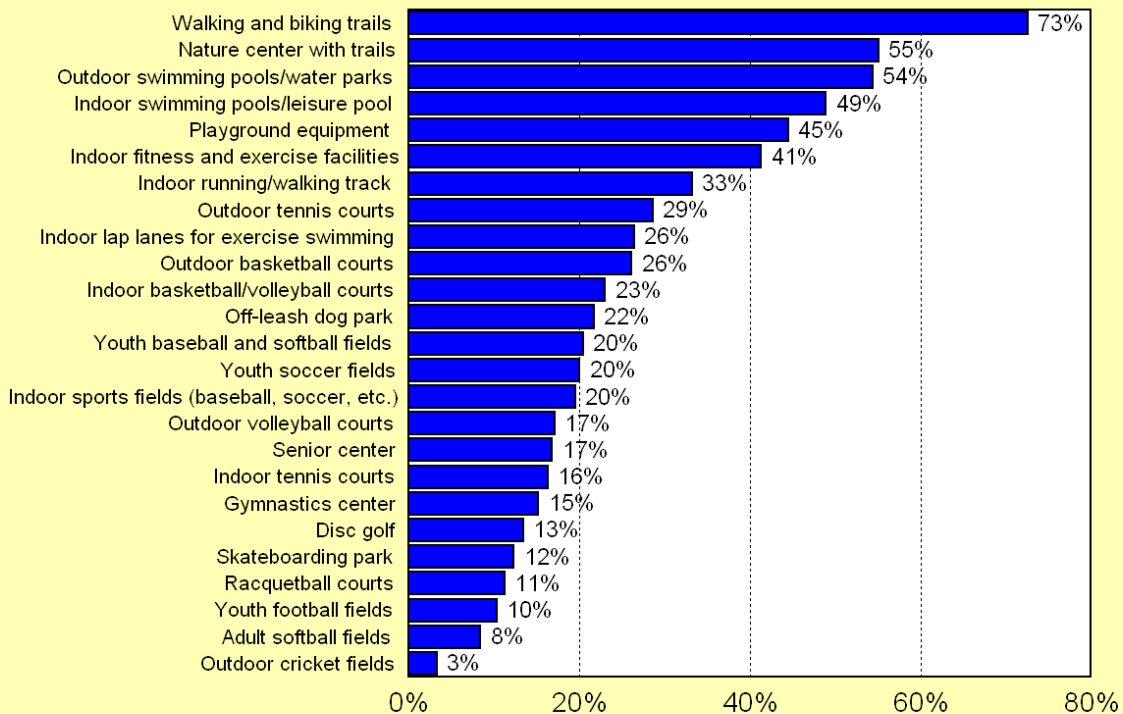
Need for Parks and Recreation Facilities

From a list of 25 various parks and recreation facilities, respondents were asked to indicate which ones members of their household have a need for. The following summarizes key findings:

- **There are three facilities that over 50% of respondent households have a need for: walking and biking trails (73%), nature center with trails (55%), and outdoor swimming pools/water parks (54%).**

Q10. Respondent Households That Have a Need for Various Parks and Recreation Facilities

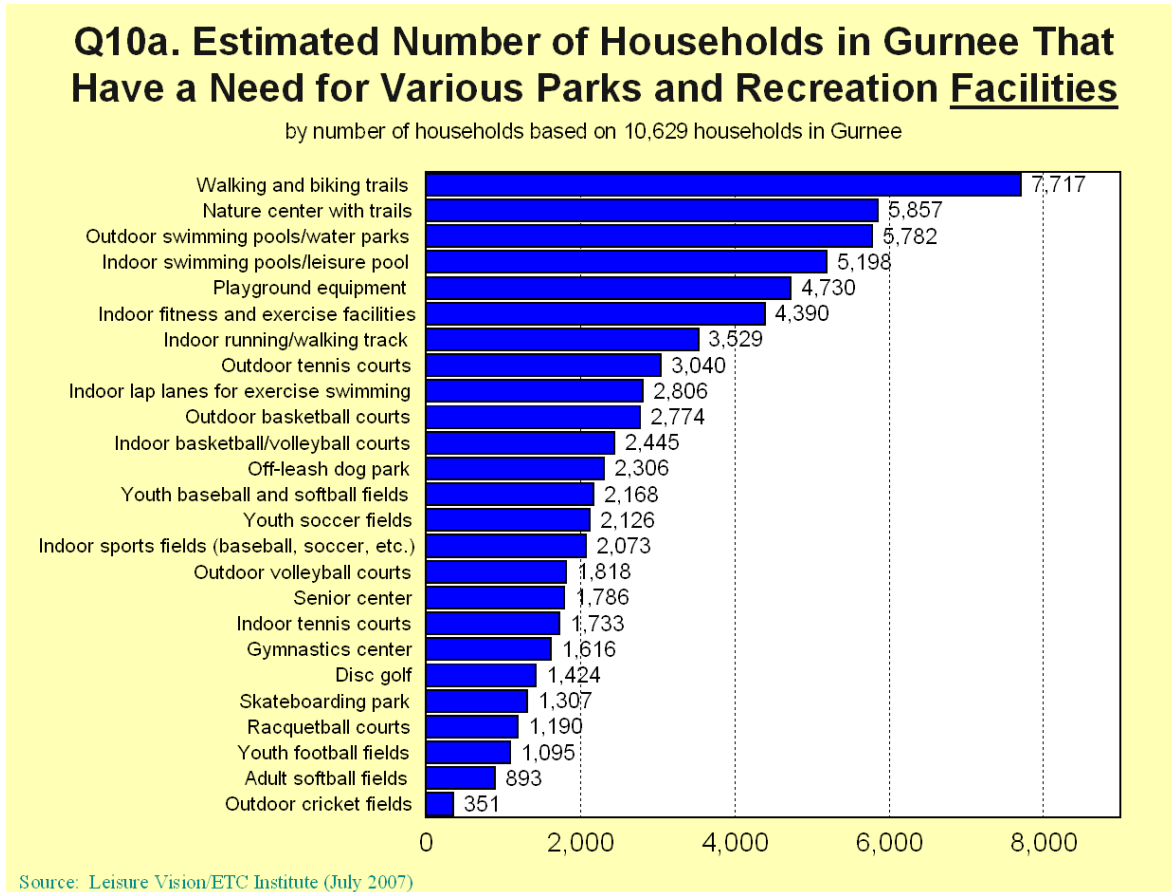
by percentage of respondents (multiple choices could be made)



Source: Leisure Vision/ETC Institute (July 2007)

Need For Parks and Recreation Facilities in Gurnee

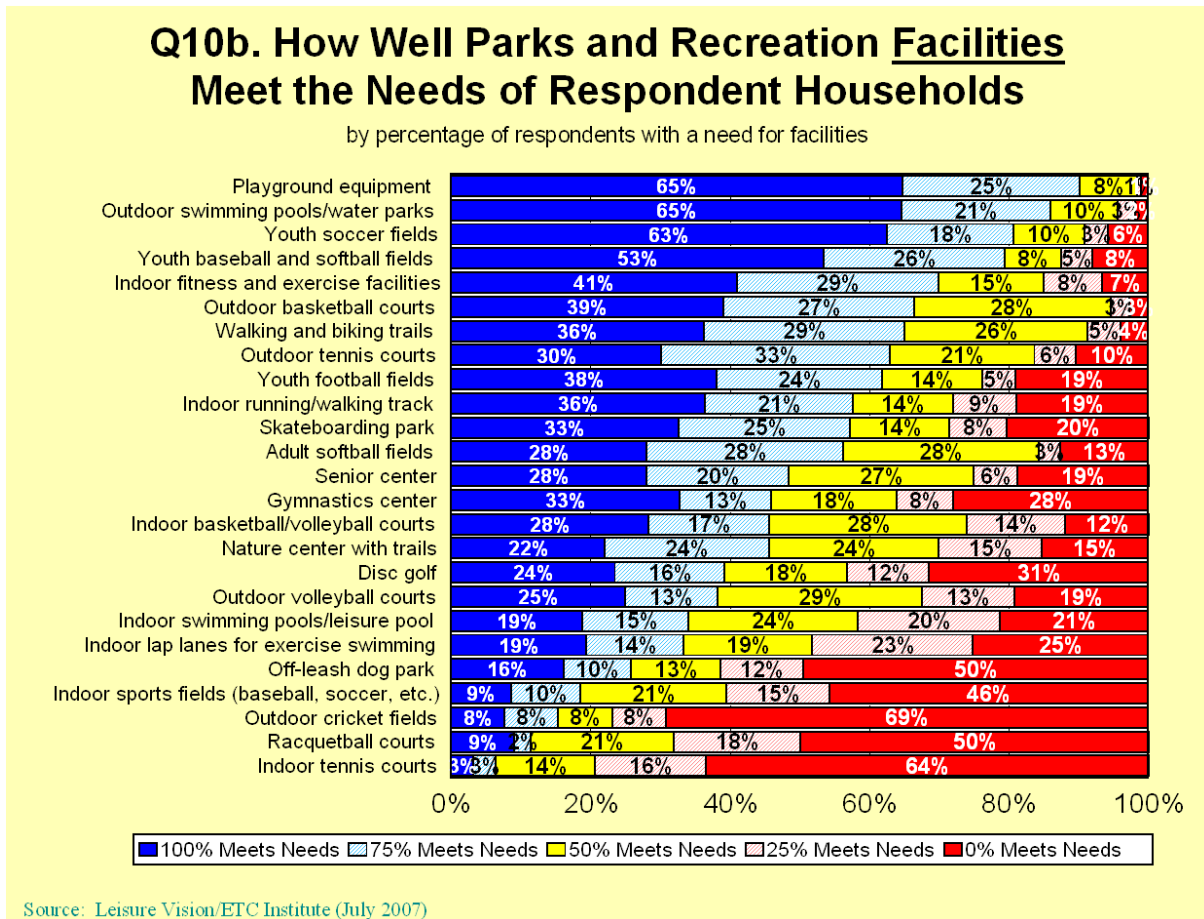
From the list of 25 parks and recreation facilities, respondents were asked to indicate which ones members of their household have a need for. The graph below shows the estimated number of households in Gurnee that have a need for various parks and recreation facilities, based on a total of 10,629 households in Gurnee.



How Well Parks and Recreation Facilities Meet Needs

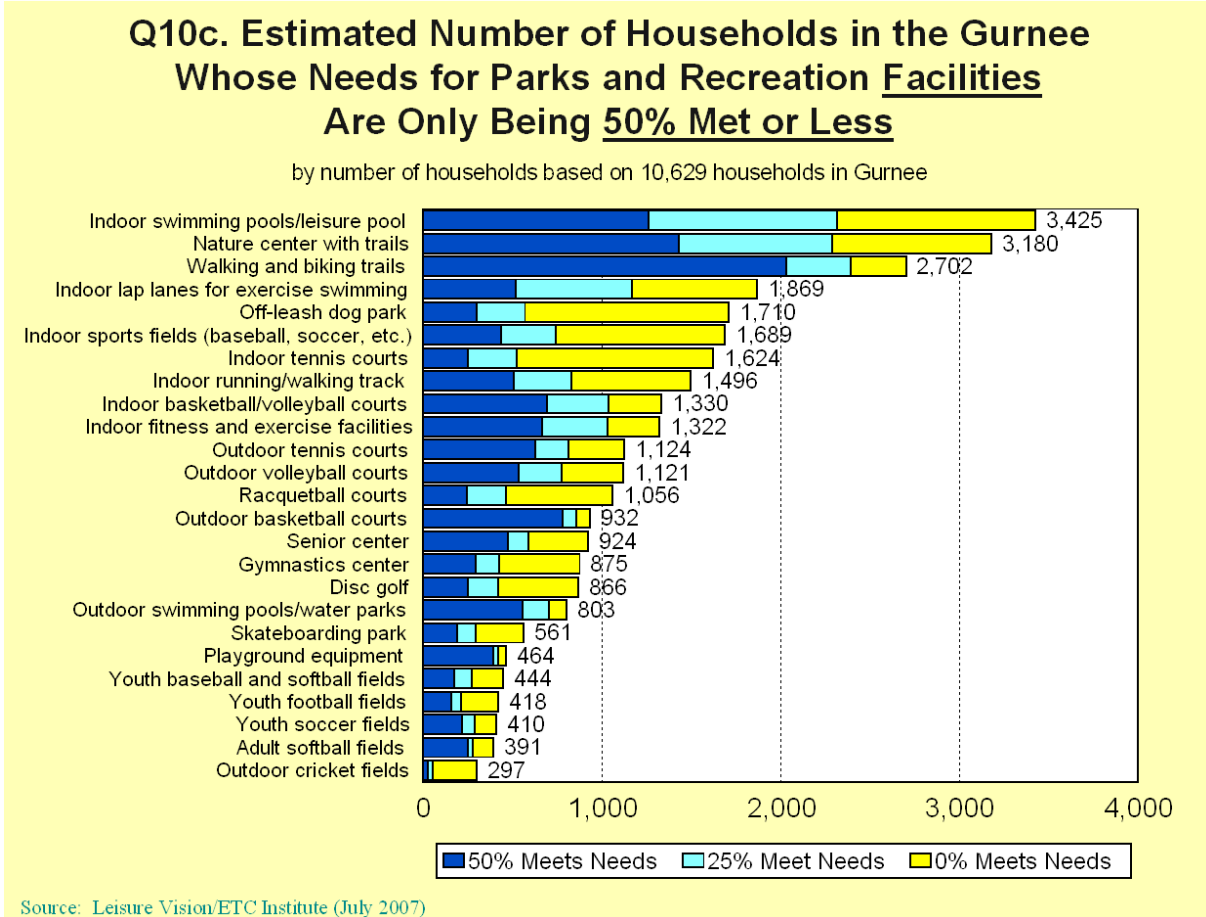
From the list of 25 parks and recreation facilities, respondent households that have a need for facilities were asked to indicate how well those facilities meet their needs. The following summarizes key findings:

- Of those respondent households with a need for facilities, the facilities that completely meet the needs of the most respondent households are: playground equipment (65%), outdoor swimming pools/water parks (65%) and youth soccer fields (63%).



Gurnee Households with Their Facility Needs Being 50% Met or Less

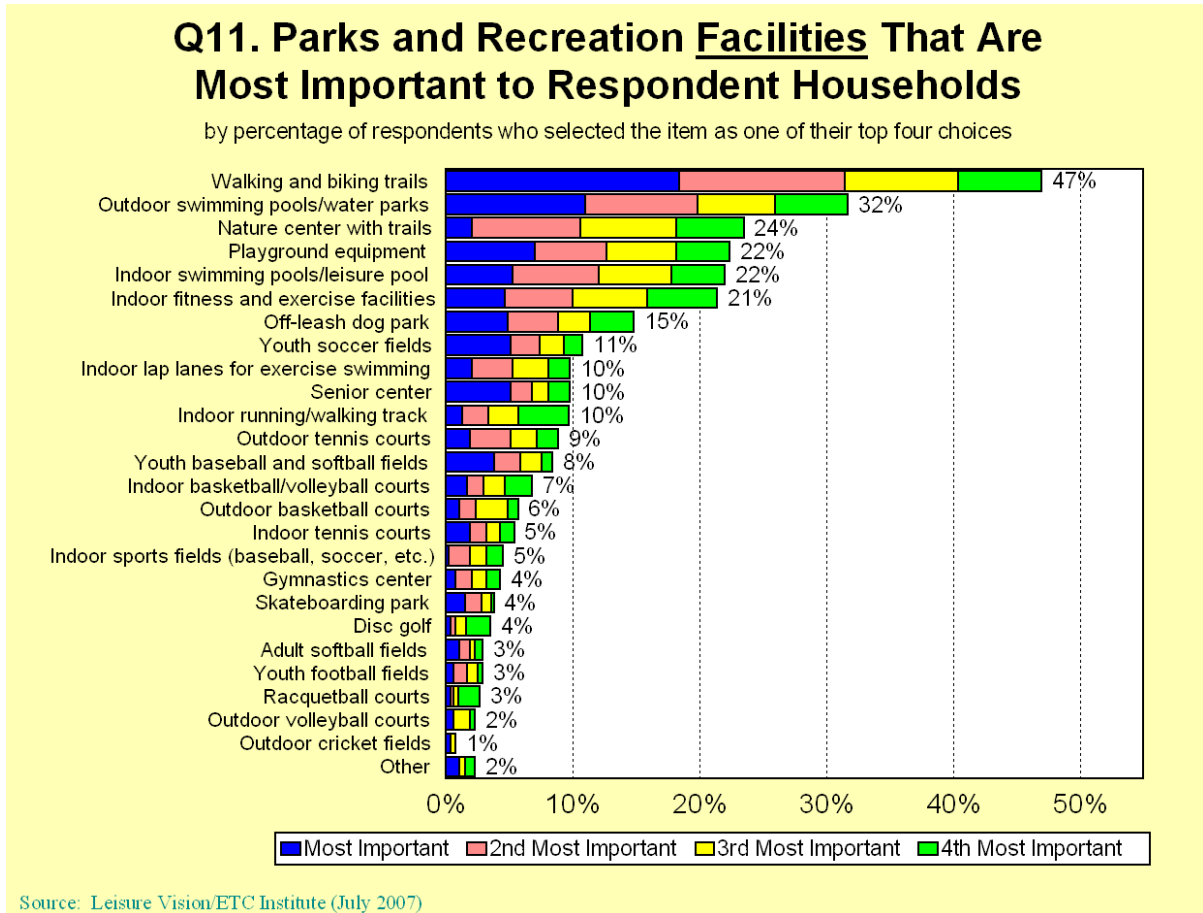
From the list of 25 parks and recreation facilities, respondent households that have a need for facilities were asked to indicate how well these types of facilities meet their needs. The graph below shows the estimated number of households in the Gurnee whose needs for facilities are only being 50% met or less, based on a total of 10,629 households in Gurnee.



Most Important Parks and Recreation Facilities

From the list of 25 parks and recreation facilities, respondents were asked to select the four facilities that are most important to their household. The following summarizes key findings:

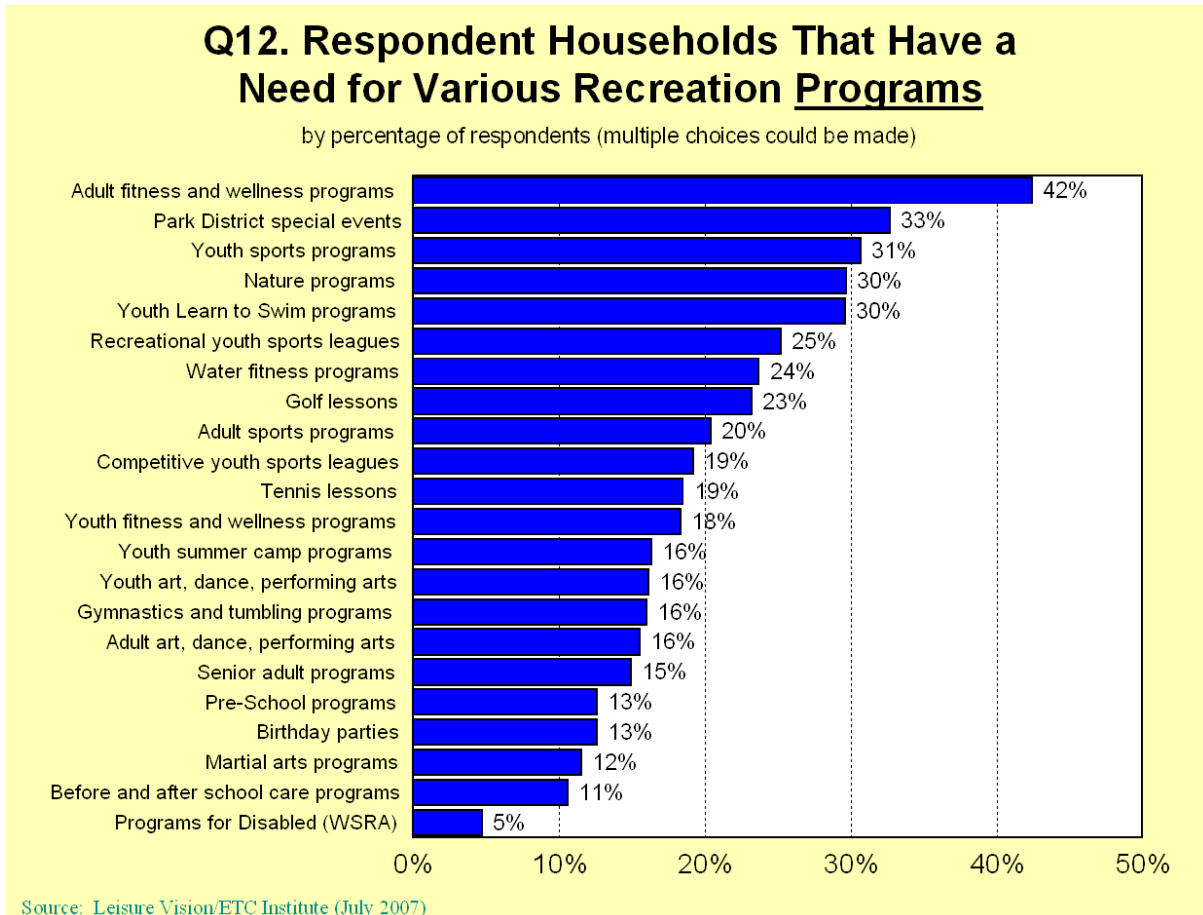
- Based on the sum of their top 4 choices, the facilities that respondent households rated as the most important are: walking and biking trails (47%), outdoor swimming pools/water parks (32%), nature center and trails (24%), playground equipment (22%) and indoor swimming pools/leisure pool (22%). It should also be note that walking and biking trails had the highest percentage of respondents select it as their first choice as the most important facility.



Need for Recreation Programs

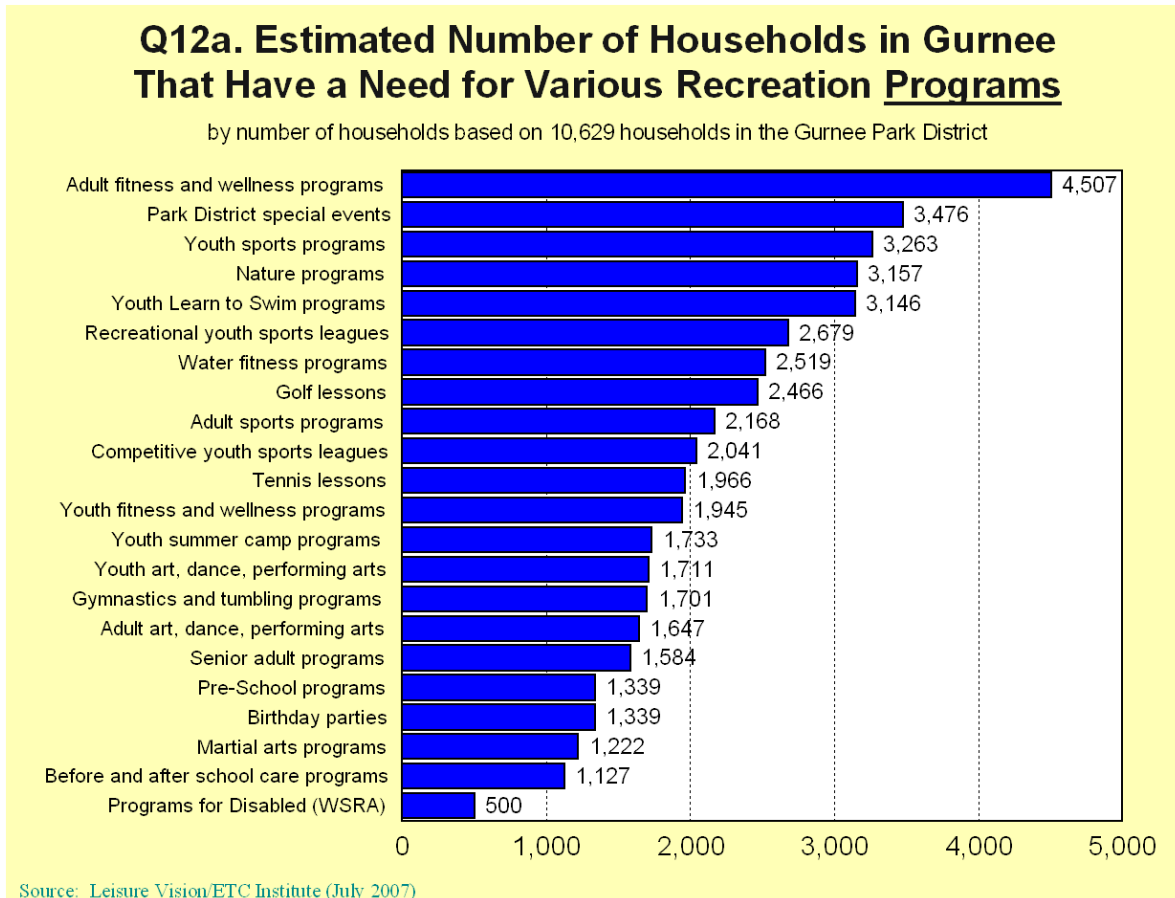
From a list of 22 recreation programs, respondents were asked to indicate all of the ones that members of their household have a need for. The following summarizes key findings:

- **The programs that the highest percentage of respondent households have a need for are: adult fitness and wellness programs (42%), Park District special events (33%), and youth sports programs (31%).**



Need For Recreation Programs in Gurnee

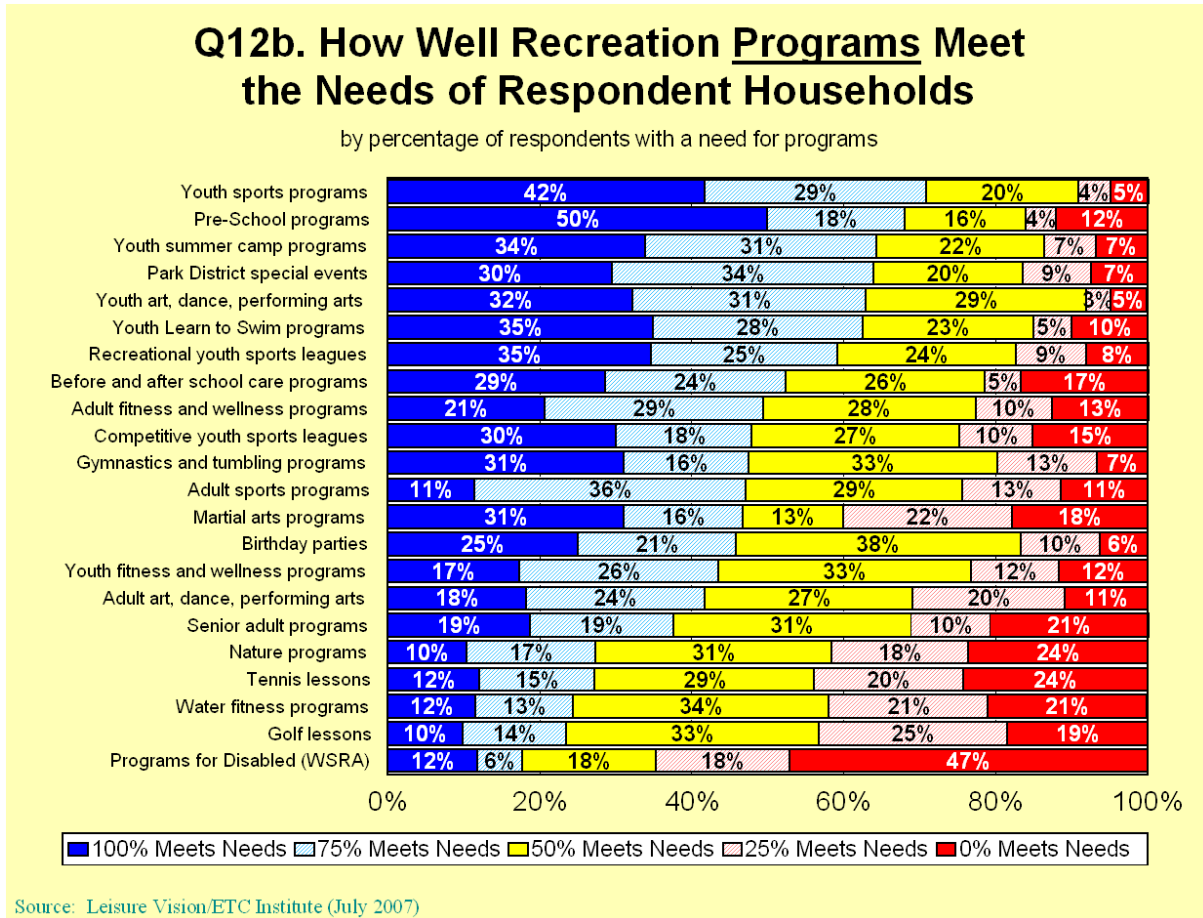
From the list of 22 recreation programs, respondents were asked to indicate which ones they and members of their household have a need for. The graph below shows the estimated number of households in Gurnee that have a need for recreation programs, based on a total of 10,629 households in Gurnee.



How Well Recreation Programs Meet Needs

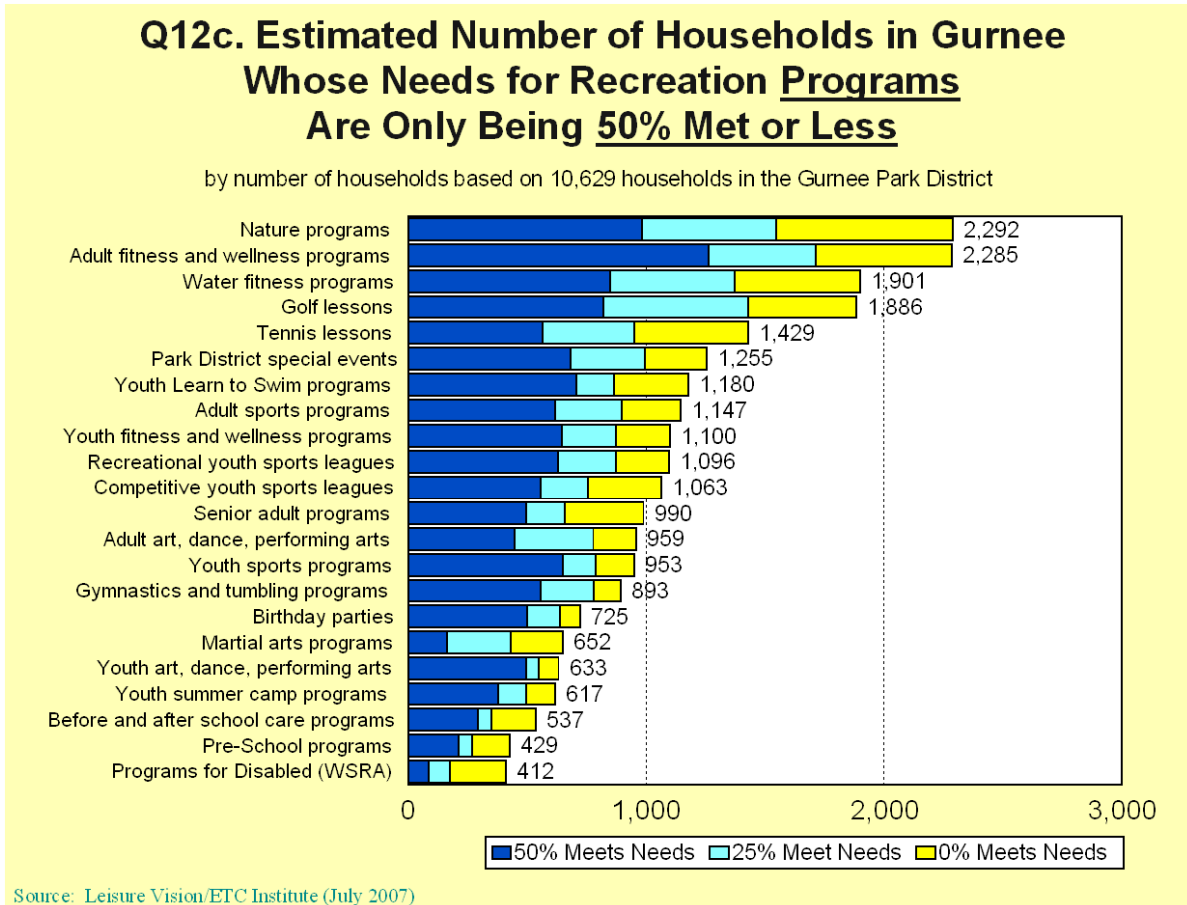
From the list of 22 recreation programs, respondent households that have a need for programs were asked to indicate how well those programs meet their needs. The following summarizes key findings:

- Of those respondent households with a need for programs, the programs that completely meet the needs of the most respondent households are: pre-school programs (50%) and youth sports programs (42%).



Gurnee Households with Their Program Needs Being 50% Met or Less

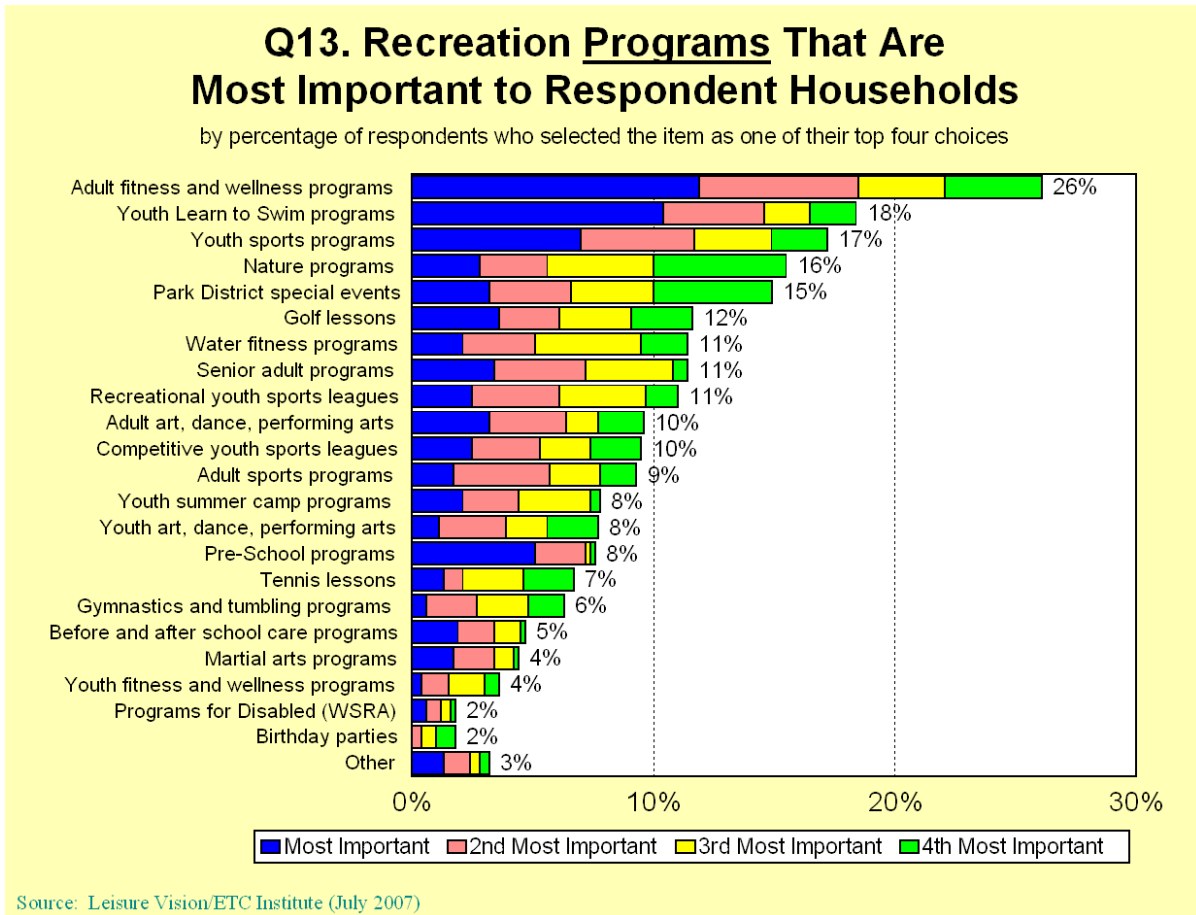
From the list of 22 recreation programs, respondent households that have a need for programs were asked to indicate how well those programs meet their needs. The graph below shows the estimated number of households in Gurnee whose needs for programs are only being 50% met or less, based on a total of 10,629 households in Gurnee.



Most Important Recreation Programs

From the list of 22 recreation programs, respondents were asked to select the four that are most important to their household. The following summarizes key findings:

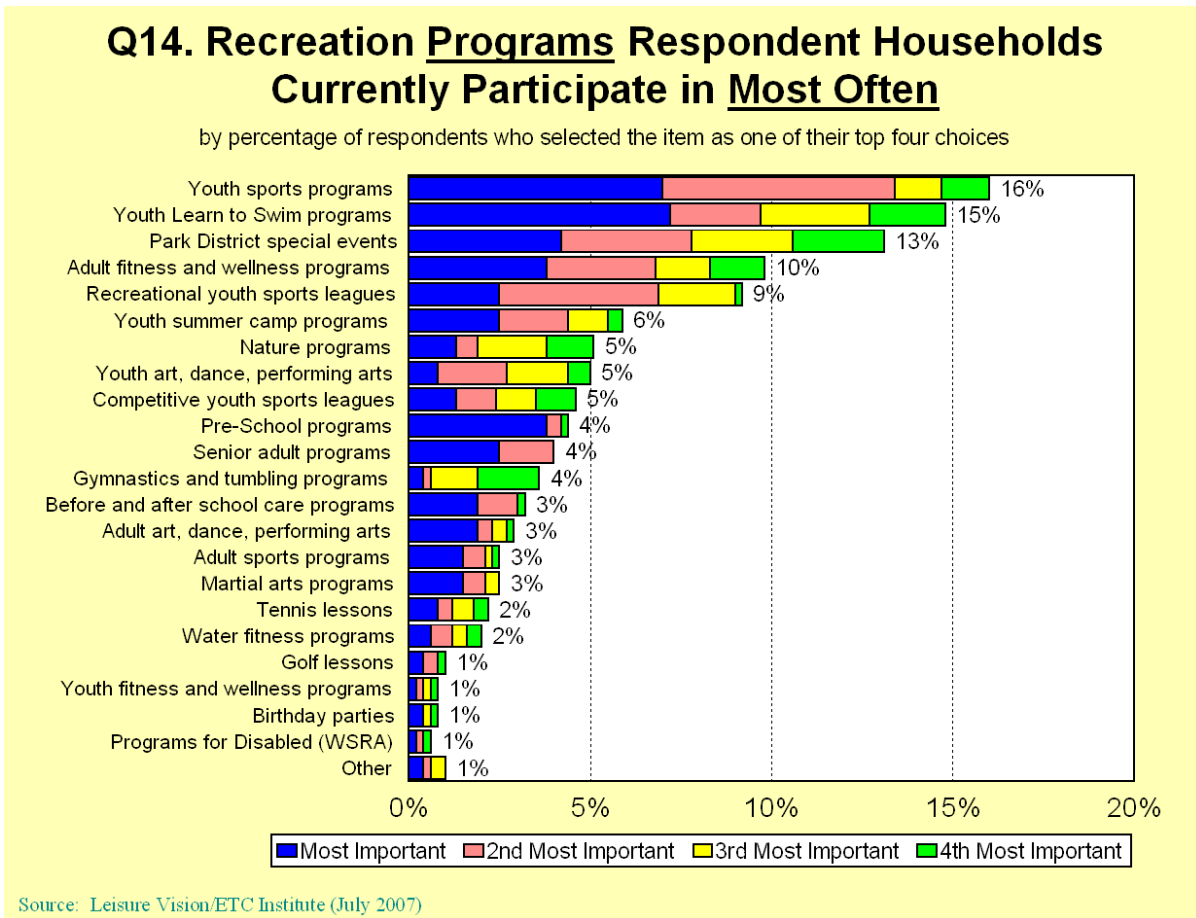
- **Based on the sum of their top 4 choices, the programs that are most important to respondent households are: adult fitness and wellness programs (26%), youth learn to swim programs (18%), and youth sports programs (17%).** It should also be noted that adult fitness and wellness programs had the highest percentage of respondents select it as their first choice as the most important program.



Programs Respondents Currently Participate in Most Often

From the list of 22 recreation programs, respondents were asked to select the four that their household currently participates in most often at Gurnee Park District facilities. The following summarizes key findings:

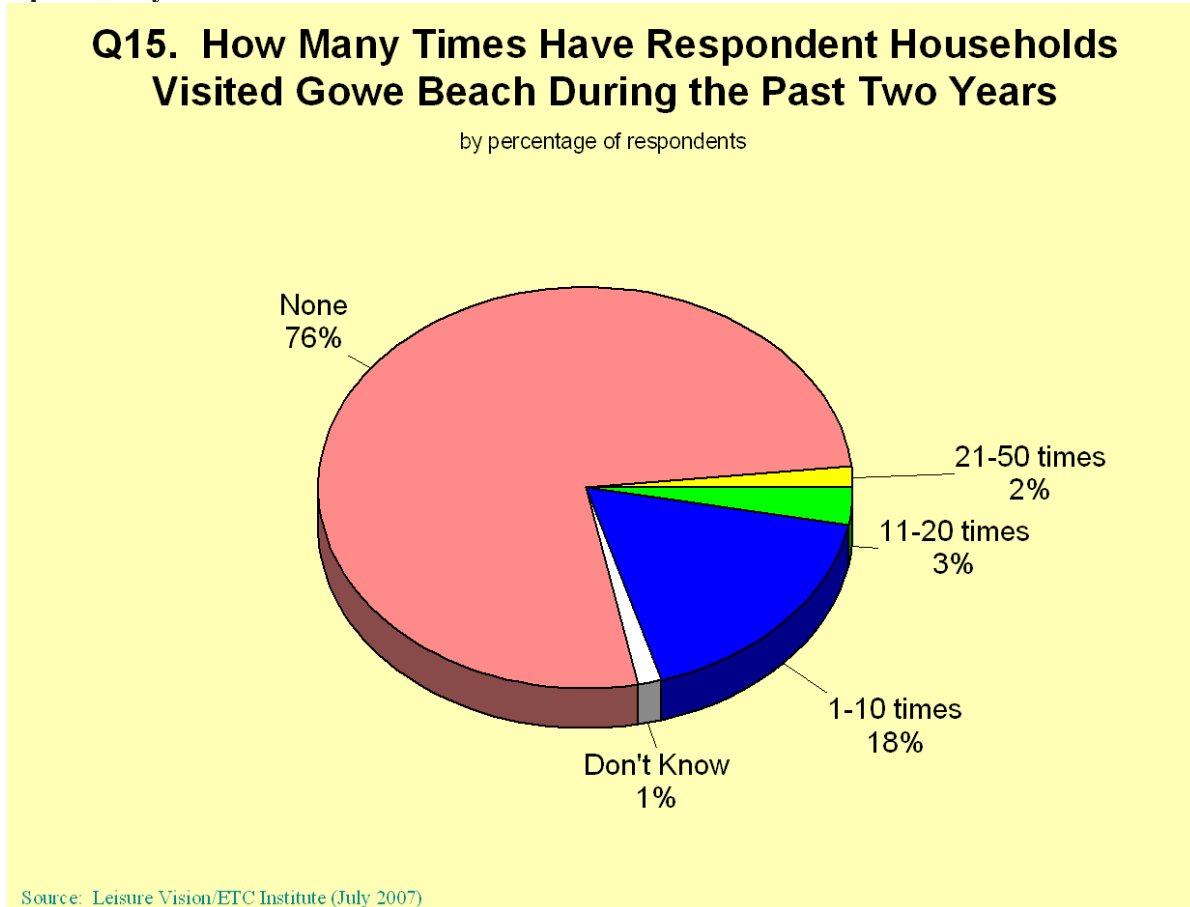
- **Based on the sum of their top 4 choices, the programs that respondent households participate in most often at Gurnee Park District facilities are: youth sports programs (16%), Youth Learn to Swim programs (15%) and Park District special events (13%).** It should also be noted that Youth Learn to Swim programs had the highest percentage of respondents select it as their first choice as the program they participate in most often at Gurnee Park District facilities.



Frequency of Visits to Gowe Beach

Respondents were asked to indicate how often their household has visited Gowe Beach during the past two years. The following summarizes key findings:

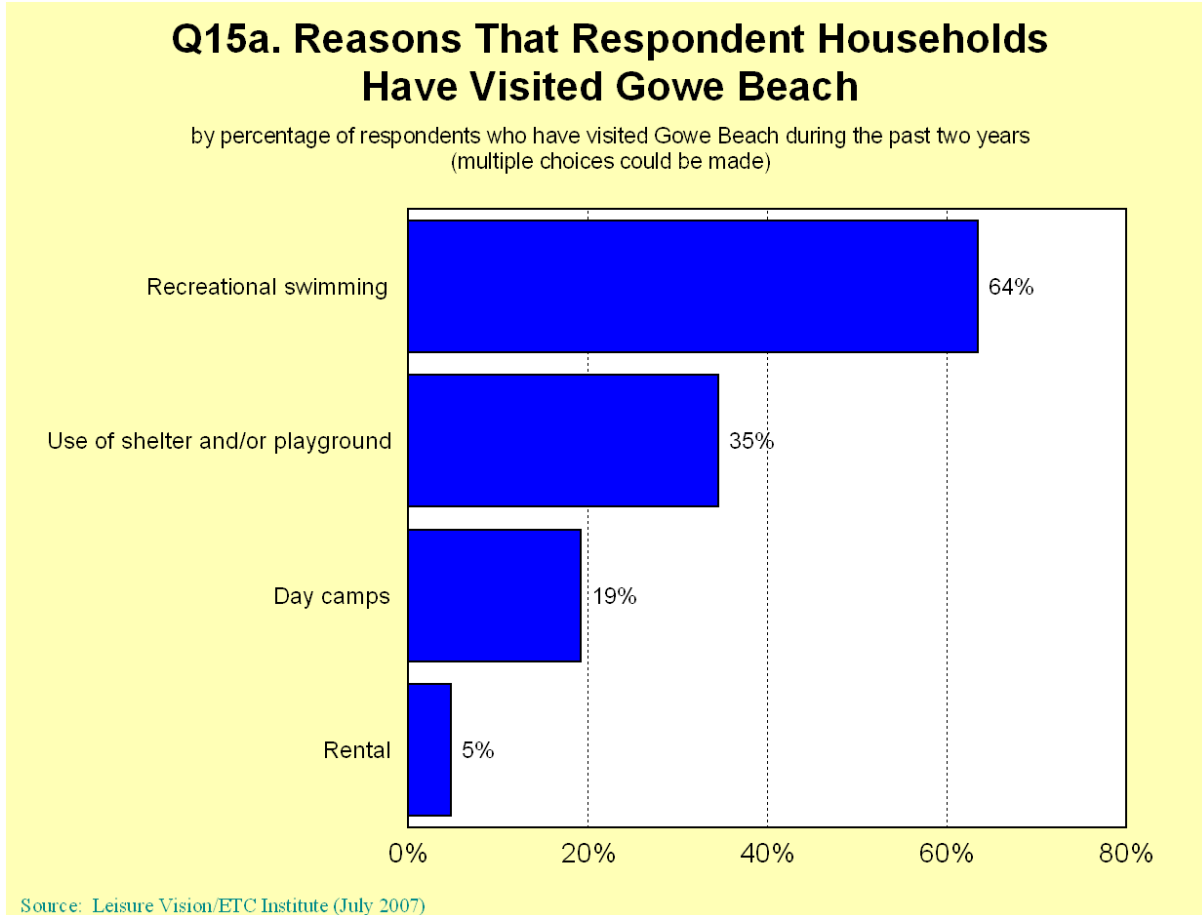
- ⊙ **Seventy-six percent (76%) of respondent households have not visited Gowe Beach during the past two years.**



Reasons for Visiting Gowe Beach

From a list of four options, respondent households that have visited Gowe Beach during the past two years were asked to indicate all of the reasons they have visited Gowe Beach. The following summarizes key findings:

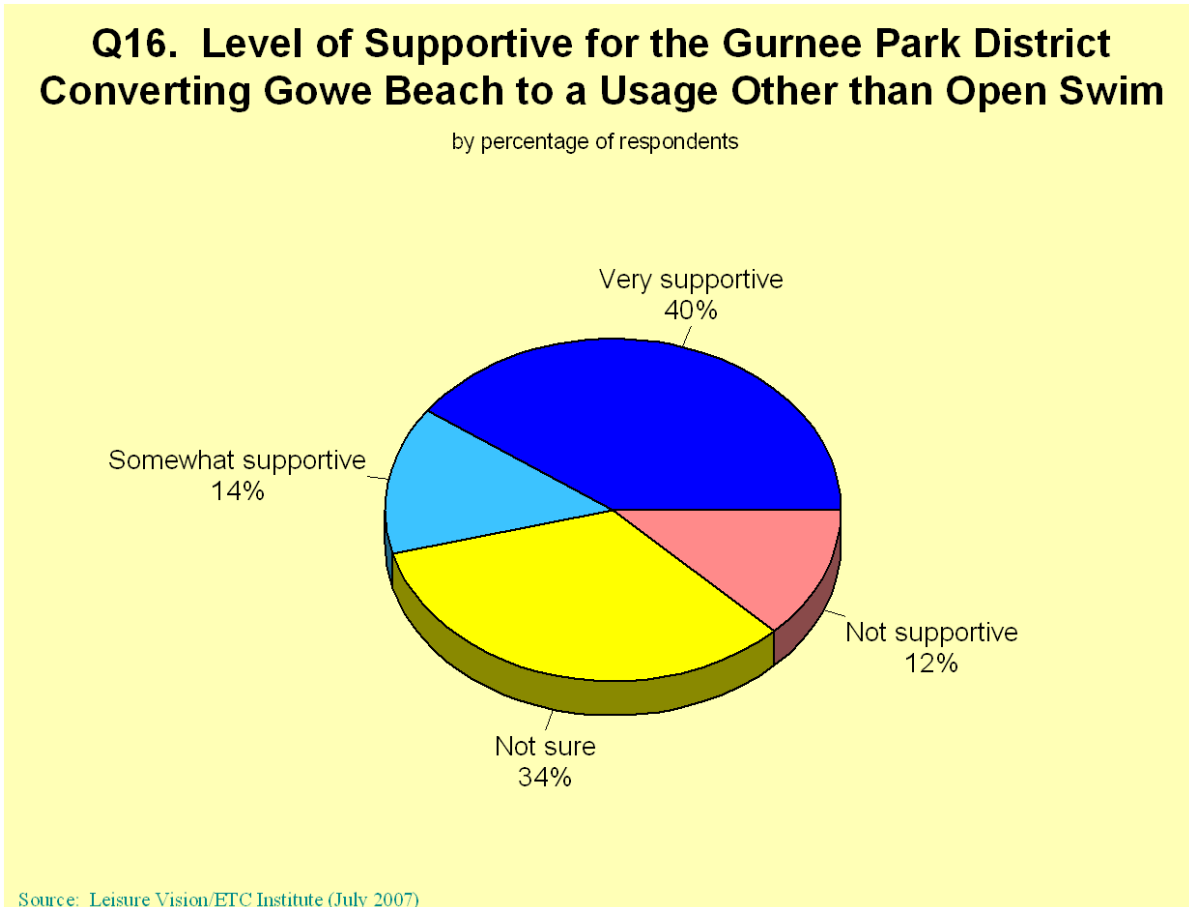
- **Of those respondent households that have visited Gowe Beach, 64% visited the Beach for recreational swimming, and 35% visited it for use of a shelter and/or playground.**



Level of Support for Converting Gowe Beach for Other Uses

Respondents were asked to indicate their level of support for the Gurnee Park District converting Gowe Beach to a usage other than open swim. The following summarizes key findings:

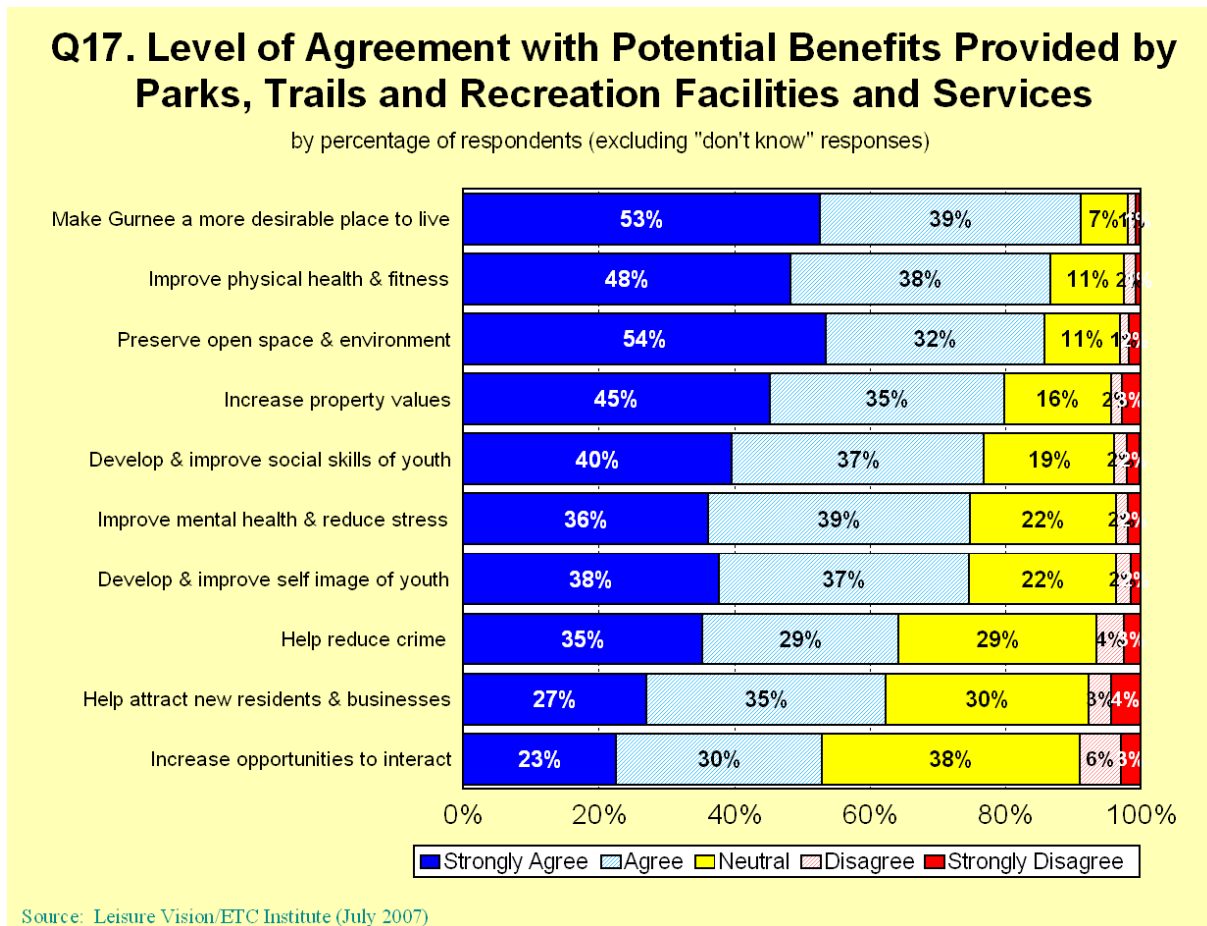
- **Fifty-four percent (54%) of respondent households are either very supportive (40%) or somewhat supportive (14%) of the Gurnee Park District converting Gowe Beach to a usage other than open swim.** In addition, 12% of respondents are not supportive, and 34% indicated “not sure”.



Potential Benefits Provided by Parks, Trails, & Recreation Facilities & Services

From a list of 10 benefits that could be provided by various parks, trails, and recreation facilities and services, respondents were asked to rate their level of agreement with each potential benefit. The following summarizes key findings:

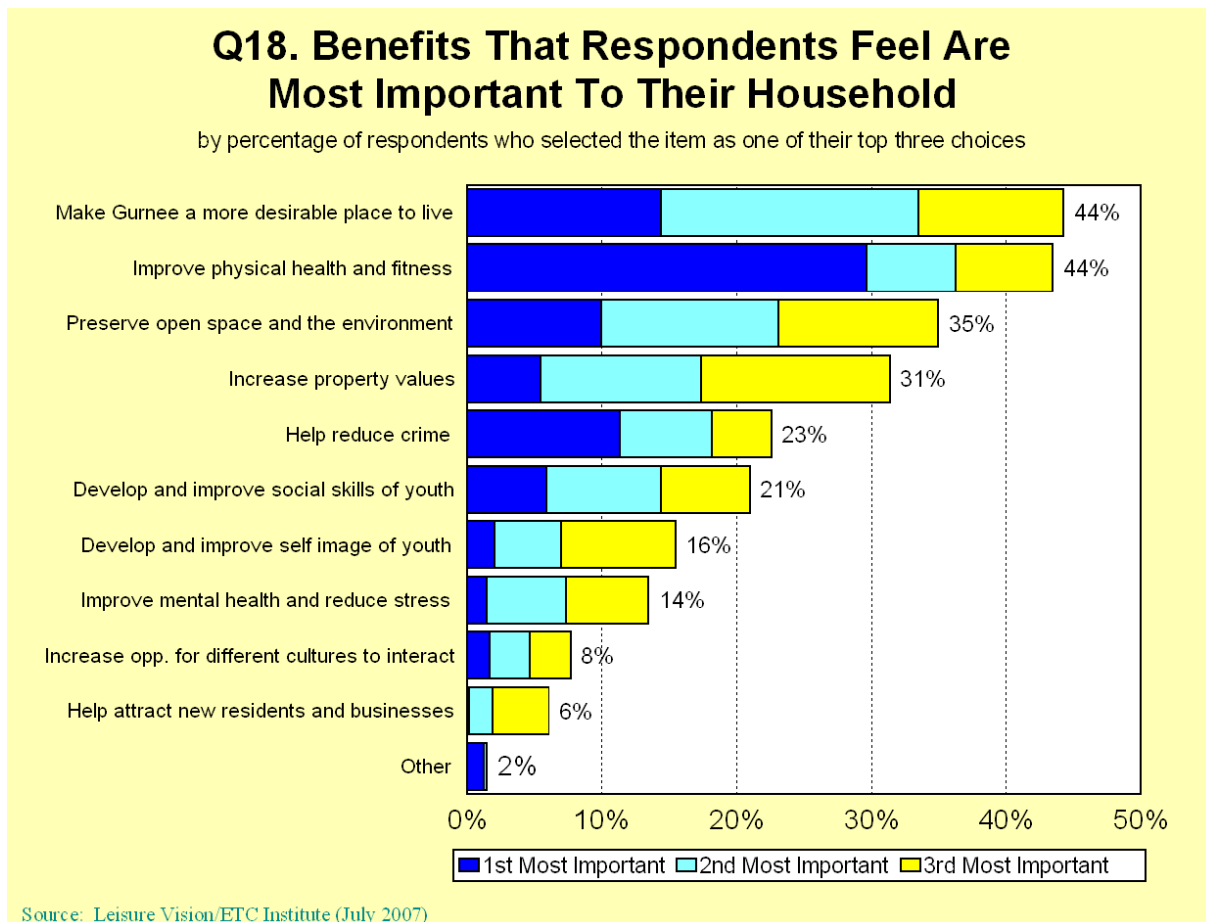
- **There are two benefits that over 50% of respondents strongly agree are provided by parks, trails, and recreation facilities and services: preserves open space and environment (54%) and make Gurnee a more desirable place to live (53%)**



Most Important Benefits of Parks, Trails & Recreation Facilities & Services

From the list of 10 benefits that could be provided by various parks, trails, and recreation facilities and services, respondents were asked to select the three that are most important to their household. The following summarizes key findings:

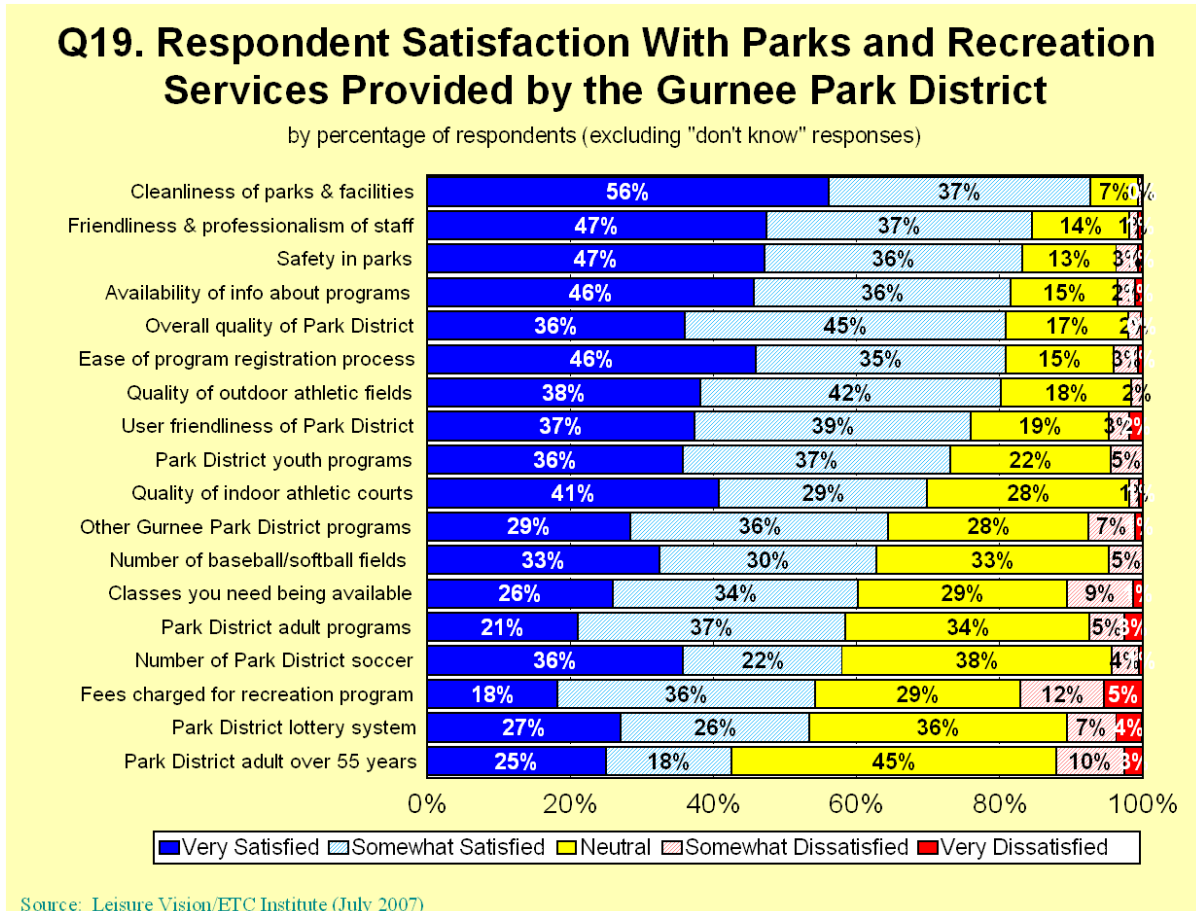
- **Based on the sum of their top 3 choices, the benefits that are most important to respondent households are: make Gurnee a more desirable place to live (44%) and improve physical health and fitness (44%).**



Level of Satisfaction with Various Parks and Recreation Services

From a list of 18 various parks and recreation services provided by Gurnee Park District, respondents were asked to indicate their level of satisfaction with each one. The following summarizes key findings:

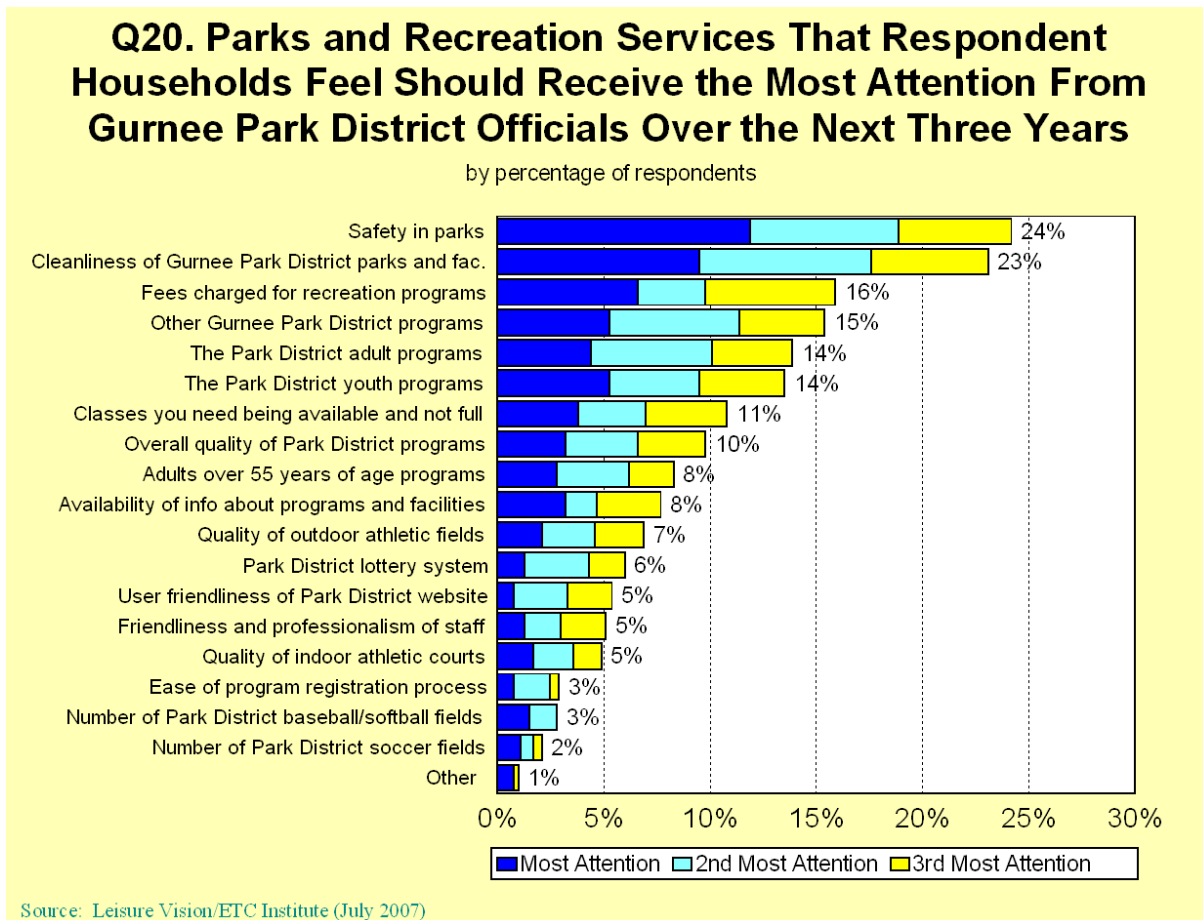
- The parks and recreation services that the highest percentage of respondents are very satisfied with are: cleanliness of Gurnee Park District parks and facilities (56%), friendliness and professionalism of staff (47%) and safety in parks (47%).



Parks and Recreation Services that Should Receive the Most Attention

From the list of 18 various parks and recreation services provided by the Gurnee Park District, respondents were asked to select the three they feel should receive the most attention from Gurnee Park District officials over the next three years. The following summarizes key findings:

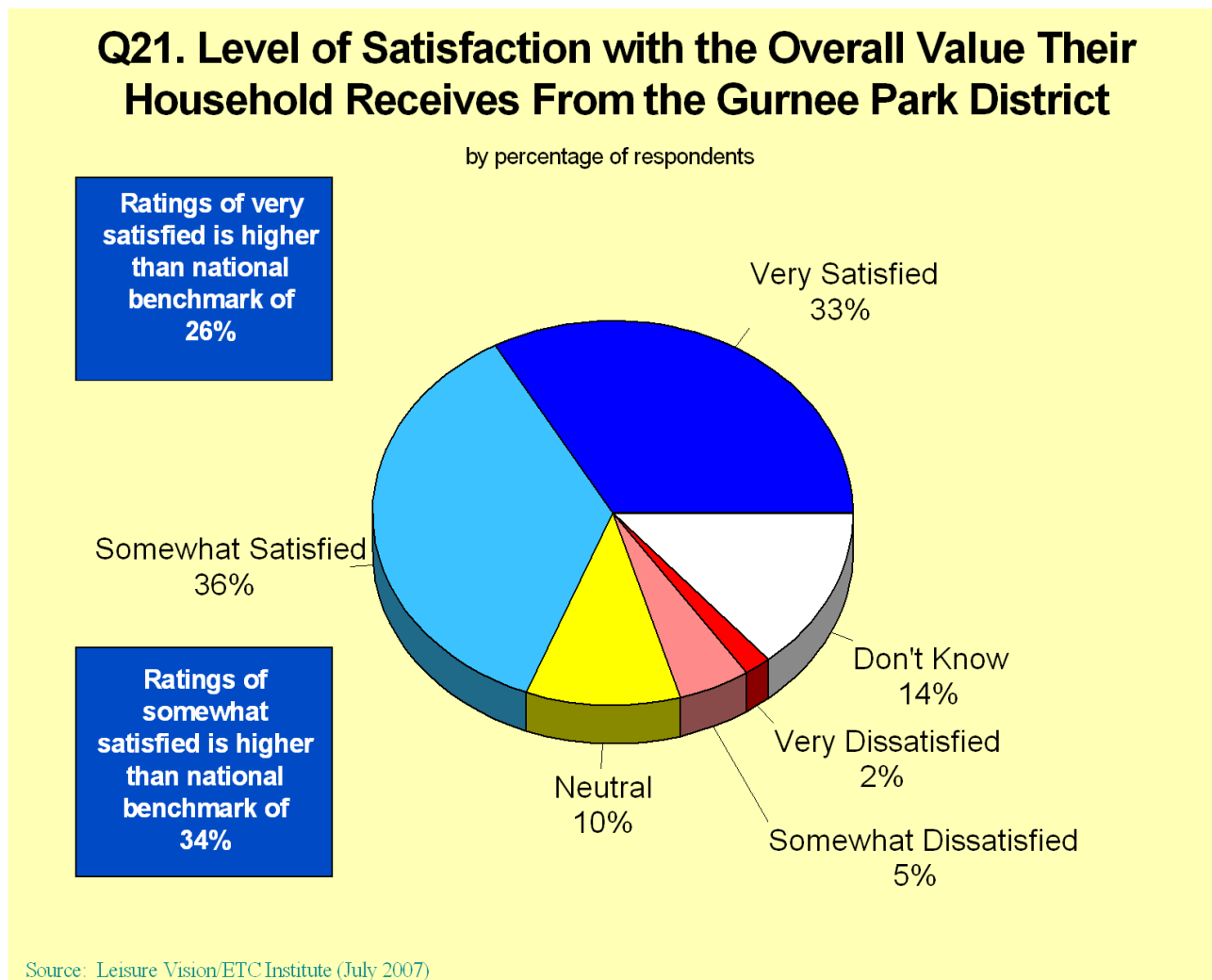
- **Based on the sum of their top three choices, the parks and recreation services that respondents feel should receive the most attention over the next three years are: safety in parks (24%) and cleanliness of Gurnee Park District parks and facilities (23%).** It should also be noted that safety in parks had the highest percentage of respondents select it as their first choice as the parks and recreation service that should receive the most attention over the next three years.



Level of Satisfaction Received from the Gurnee Park District

Respondents were asked to indicate their level of satisfaction with the overall value their household receives from the Gurnee Park District. The following summarizes key findings:

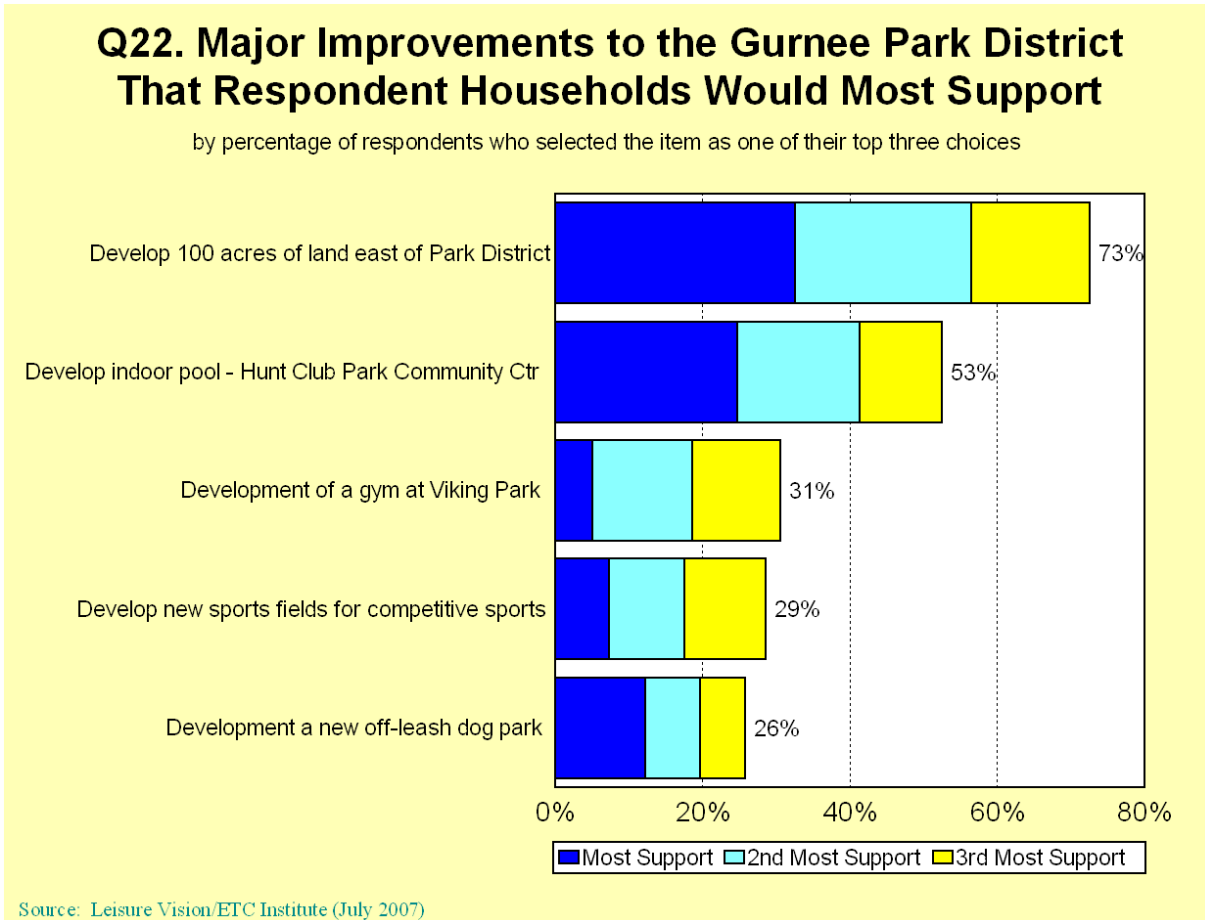
- **Sixty-nine percent (69%) of respondents indicated being either very satisfied (33%) or somewhat satisfied (36%) with the overall value their household receives from the Gurnee Park District.** In addition, 5% of respondents indicated being either very dissatisfied (2%) or somewhat dissatisfied (3%) with the overall value received from the Gurnee Park District. An additional 10% of respondents indicated “neutral” and 14% indicated “don’t know”.



Major Improvements That Respondents Would Most Support

From a list of five potential Gurnee Park District improvements, respondents were asked to select the three that their household would most support. The following summarizes key findings:

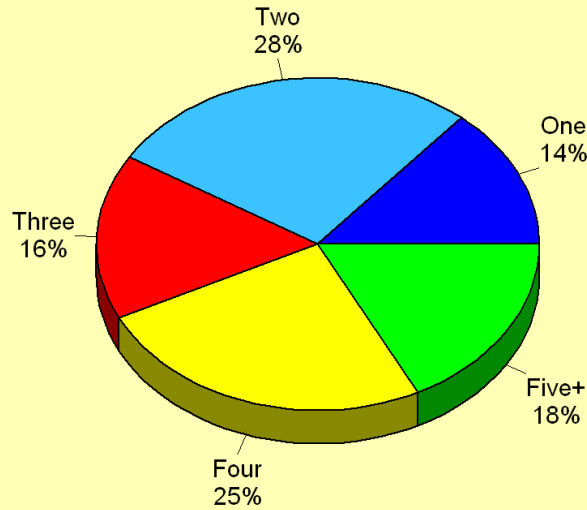
- **Based on the sum of their top 3 choices, improvements to the Gurnee Park District that respondent households would most support are: develop 100 acres of land east of the Park District into a nature preserve, including trails, a playground and shelter.**



Demographics

Q1. Demographics: Number of People in Household

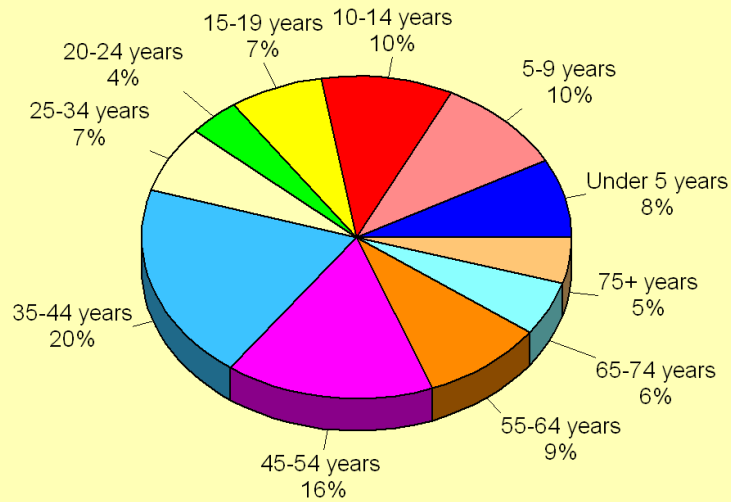
by percentage of respondents



Source: Leisure Vision/ETC Institute (July 2007)

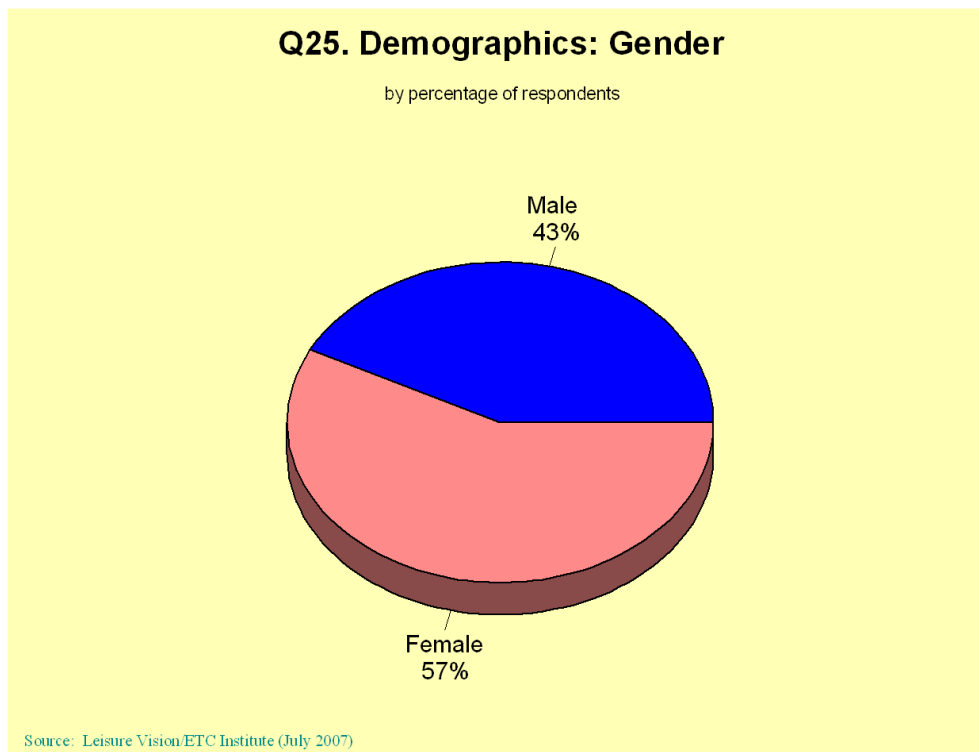
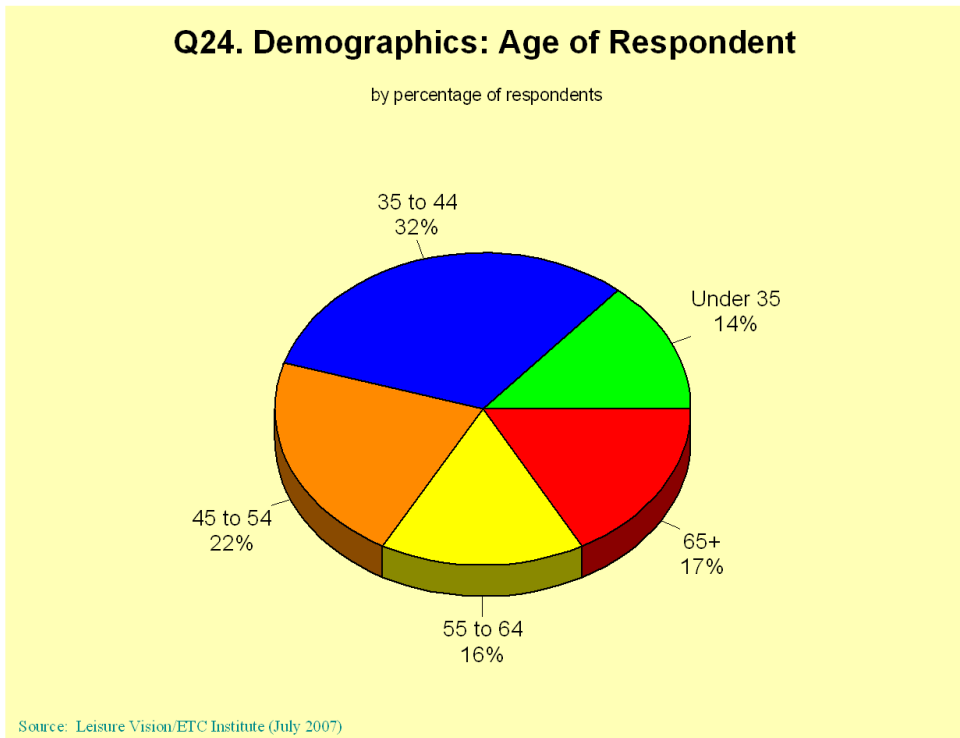
Q2. Demographics: Ages of People in Household

by percentage of respondents



Source: Leisure Vision/ETC Institute (July 2007)

Demographics (Continued)



Open Ended Question Responses

Q7. From the following list, please check ALL the organizations that you and members of your household have used for indoor and outdoor recreation activities during the last 12 months.

Q7. Other:

Q7 Other	Number	Percent
AMUSEMENT PARK=	1	2.6 %
AQUATIC CTR=	1	2.6 %
BASE=	1	2.6 %
CHICAGO BOTANIC GARDEN=	1	2.6 %
CHICAGO BOTANIC GARDENS=	1	2.6 %
CONCERTS-FLYERS-BASEBALL=	1	2.6 %
CONDELL-CENTER CLUB=	1	2.6 %
DESPLAINS RIVER TRL=	1	2.6 %
EMS=	1	2.6 %
EXCHANGE CLUB=	1	2.6 %
FAMILY REUNION=	1	2.6 %
GAGEWOOD LIONS T-BALL=	1	2.6 %
GIRL SCOUTS=	1	2.6 %
GIRLS SCOUT=	1	2.6 %
GOLF COURSES=	1	2.6 %
GRANDWOOD PARK DIST=	1	2.6 %
GRAYSLAKE PARK DIST=	2	5.1 %
GREAT LAKES=	1	2.6 %
HEATHER RIDGE GOLF COURSE=	1	2.6 %
HOTEL=	1	2.6 %
JAZZERCISE-LINDEN HOUSE=	1	2.6 %
JESSIE OAKS-VOLLEYBALL=	1	2.6 %
LIBERTYVILLE REC=	1	2.6 %
LIBERTYVILLE SOCCER ASSOC=	1	2.6 %
MARINE CORPS VET ORG=	1	2.6 %
NAVY BASE-GREAT LAKES IL=	1	2.6 %
NON-PROFIT ORGANIZATION=	1	2.6 %
PRIVATE GYM=	1	2.6 %
PRIVATE-GYMNASTICS=	1	2.6 %
REC-N-RULE=	1	2.6 %
SCOUTS=	1	2.6 %
SENIOR CTR WARREN TOWNSHI=	1	2.6 %
TEEN CTR=	1	2.6 %
WARREN LIBRARY=	1	2.6 %
WAUKEGAN PARK DISTRICT=	1	2.6 %
WAUKEGAN TOWNSHIP=	1	2.6 %

Community Attitude and Interest Survey for the Gurnee Park District

WTHS=	1	2.6 %
YACHT CLUB=	1	2.6 %
Total	39	100.0 %

Q10. Please indicate if YOU or any member of your HOUSEHOLD has a need for each of the parks and recreational facilities listed below by circling the YES or NO next to the park/facility.

Q10. Other:

<u>Q10-1 Other</u>	<u>Number</u>	<u>Percent</u>
ADULT ONLY POOL=	1	4.5 %
ARTS AND CRAFTS=	1	4.5 %
BATNITTON=	1	4.5 %
BATTING CAGE=	1	4.5 %
CAMP THRU PARK DIST=	1	4.5 %
CRAFT CENTER=	1	4.5 %
DANCE CENTER=	1	4.5 %
DRIVING RANGE=	1	4.5 %
GRANDCHILDREN=	1	4.5 %
INDOOR CRICKET=	1	4.5 %
INDOOR FLOOR HOCKEY=	1	4.5 %
RC TOYS=	1	4.5 %
ROCK CLIMBING=	1	4.5 %
ROCK CLIMBING WALL=	1	4.5 %
SOCIAL ACTIVITIES=	1	4.5 %
SUMMER CONCERTS=	1	4.5 %
TABLE TENNIS=	1	4.5 %
TENNIS COURTS=	1	4.5 %
WRESTLING MATS=	1	4.5 %
YOGA=	1	4.5 %
YOUTH GOLF=	1	4.5 %
YOUTH LACROSE FIELD=	1	4.5 %
Total	22	100.0 %

Q12. Please indicate if YOU or any member of your HOUSEHOLD has a need for each of the recreation programs listed below by circling the YES or NO next to the recreation program

Q12. Other:

Q12w-Other	Number	Percent
AFTER SCHOOL PROGRAMS=	1	5.9 %
CHARITY PROGRAMS=	1	5.9 %
CRICKET=	1	5.9 %
INDOOR POOL PASS=	1	5.9 %
JAZZERCISE-GARDENING=	1	5.9 %
MORE SCIENCE FOR KIDS=	1	5.9 %
MUSIC ON WEEK-ENDS=	1	5.9 %
PARK CONCERTS=	1	5.9 %
PIANO LESSONS=	1	5.9 %
RECYCLING LITTER PICK-UP=	1	5.9 %
RESPONDING TO SURVEYS=	1	5.9 %
SUMMER FIELD TRIPS=	1	5.9 %
TABLE TENNIS=	1	5.9 %
TEEN AGE SPORTS=	1	5.9 %
TRIPS FOR FAMILY=	1	5.9 %
WOMENS HOCKEY=	1	5.9 %
WRESTLING=	1	5.9 %
Total	17	100.0 %

Q17. For each of the following potential benefits, please indicate your level of agreement with the benefits being provided by parks, trails, recreation facilities and programs of the Gurnee Park District by circling the corresponding number.

Q17. Other:

Q17k Other	Number	Percent
ADULT SOCIALIZATION=	1	16.7 %
KEEP SENIOR ACTIVE=	1	16.7 %
MEET NEW PEOPLE IN COMM=	1	16.7 %
PLACE FOR GRAND KIDS=	1	16.7 %
PROVIDE MORE LESS COST=	1	16.7 %
SUPPORTS WORKING FAMILIES=	1	16.7 %
Total	6	100.0 %

Q19. Please rate your satisfaction on a scale of 1 to 5, where 5 means “Very Satisfied” and 1 means “Very Dissatisfied”, with the following parks and recreation services provided by the Gurnee Park District.

Q19. Other:

Q19s Other	Number	Percent
CAMP=	1	14.3 %
FAMILY TRIPS=	1	14.3 %
MAINTENANCE STUFF GREAT=	1	14.3 %
MORE DAY ACTIVITIES=	1	14.3 %
NEED INDOOR TENNIS=	1	14.3 %
PROVIDE MORE PROGRAMS=	1	14.3 %
YOUTH PROGRAMS=	1	14.3 %
Total	7	100.0 %

Q23. Please write in the one word that comes to mind when you think of the Gurnee Park District?

Q23 One word	Number	Percent
ACCESSIBILITY=	1	0.3 %
ACCESSIBLE=	1	0.3 %
ACCOMODATING=	1	0.3 %
ACTIVE=	1	0.3 %
ACTIVITIES=	4	1.2 %
ADEQUATE=	6	1.8 %
AFFORDABLE=	1	0.3 %
AGE=	1	0.3 %
AVAILABLE=	1	0.3 %
AVALIABILITY=	1	0.3 %
AVERAGE=	1	0.3 %
AWESOME=	4	1.2 %
BASEBALL=	1	0.3 %
BASKETBALL=	1	0.3 %
BEAUTIFUL PARKS=	1	0.3 %
BIG=	1	0.3 %
BUDGET=	1	0.3 %
BUREACRATIC=	1	0.3 %
BUSY=	2	0.6 %
CARING=	1	0.3 %
CHILDREN=	4	1.2 %
CHOICES=	1	0.3 %
CLASSES=	1	0.3 %

Q23. Please write in the one word that comes to mind when you think of the Gurnee Park District? (Continued)

<u>Q23 One word</u>	<u>Number</u>	<u>Percent</u>
CLEAN=	5	1.5 %
COMMUNITY=	6	1.8 %
COMPETENT=	2	0.6 %
COMPETITIVE=	1	0.3 %
COMPREHENSIVE=	4	1.2 %
CONGENIALITY=	1	0.3 %
CONSISTANT=	1	0.3 %
CONVENIENCE=	2	0.6 %
CONVENIENT=	2	0.6 %
CONVENT=	1	0.3 %
COST MONEY=	1	0.3 %
CREATIVE=	1	0.3 %
DECENT=	1	0.3 %
DEDICATED=	1	0.3 %
DEVELOPING=	2	0.6 %
DIFFERENT=	1	0.3 %
DIVERSE=	1	0.3 %
EFFICIENT=	1	0.3 %
ENJOYABLE=	2	0.6 %
ENOUGH DONE=	1	0.3 %
EXCELLENT=	9	2.8 %
EXCELLENT PROGRAMS=	1	0.3 %
EXERCISE=	2	0.6 %
EXPENSIVE=	11	3.4 %
FABULOUS=	1	0.3 %
FAMILY=	5	1.5 %
FAMILY ORIENTED=	1	0.3 %
FAMILY TIES=	1	0.3 %
FAMILY-ORIENTED=	1	0.3 %
FEES=	1	0.3 %
FINE=	1	0.3 %
FRIENDLY=	3	0.9 %
FULFILLING=	1	0.3 %
FUN=	29	8.9 %
GOOD=	31	9.5 %
GOOD FACILITIES=	1	0.3 %
GOOD PROGRAMS=	2	0.6 %
GOOD TO HAVE=	1	0.3 %
GRANDCHILDREN=	1	0.3 %
GRATEFUL=	1	0.3 %

Q23. Please write in the one word that comes to mind when you think of the Gurnee Park District? (continued)

<u>Q23 One word</u>	<u>Number</u>	<u>Percent</u>
GREAT=	13	4.0 %
GREAT CONCERTS=	1	0.3 %
GREAT IDEA=	1	0.3 %
GREAT JOB=	1	0.3 %
GREAT PROGRAMS=	1	0.3 %
GREEN=	2	0.6 %
HIGH TAXES=	1	0.3 %
IMPROVEMENT=	1	0.3 %
INDIFFERENCE=	1	0.3 %
INDIFFERENT=	1	0.3 %
INFORMATION=	1	0.3 %
INVITING=	1	0.3 %
KIDS=	5	1.5 %
LARGE=	1	0.3 %
LEASURE=	1	0.3 %
LEISURE=	1	0.3 %
LOOKING FOR MONEY=	1	0.3 %
MONEY=	1	0.3 %
NATURE=	1	0.3 %
NEEDS IMPROVEMENT=	1	0.3 %
NEW COMMUNITY CTR=	1	0.3 %
NICE=	11	3.4 %
NICE FOR KIDS=	1	0.3 %
NICE PROGRAMS=	1	0.3 %
NO-INDOOR POOL=	1	0.3 %
NONRESIDENT=	1	0.3 %
OAKS=	1	0.3 %
OK=	3	0.9 %
OPEN-SPACE=	2	0.6 %
OPPORTUNITY=	3	0.9 %
ORGANIZED=	1	0.3 %
OUTDOORS=	1	0.3 %
OUTSTANDING FACILITY=	1	0.3 %
OVERWELMING=	1	0.3 %
PARKS=	1	0.3 %
PEACEFUL=	1	0.3 %
PLAESANT=	1	0.3 %
PLAYGROUND=	1	0.3 %

Q23. Please write in the one word that comes to mind when you think of the Gurnee Park District? (continued)

<u>Q23 One word</u>	<u>Number</u>	<u>Percent</u>
PLEASANT=	1	0.3 %
PLEASE=	1	0.3 %
PLENTIFUL=	2	0.6 %
POOL=	1	0.3 %
PRETTY GOOD=	1	0.3 %
PROFESSIONALISM=	1	0.3 %
PROGRAMS=	1	0.3 %
PROGRESSIVE=	2	0.6 %
QUALITY=	3	0.9 %
QUALITY PROGRAMS=	1	0.3 %
REASONABLE=	2	0.6 %
RECREATION=	3	0.9 %
REGULAR=	1	0.3 %
RELAXING=	1	0.3 %
SAFE=	1	0.3 %
SAMLL=	1	0.3 %
SATISFACTION=	1	0.3 %
SATISFACTOY=	1	0.3 %
SATISFIED=	2	0.6 %
SENIORS=	1	0.3 %
SERVICE=	1	0.3 %
SIMPLE=	1	0.3 %
SOCCER=	1	0.3 %
SOCIAL=	1	0.3 %
SOFTBALL=	2	0.6 %
SOLID=	1	0.3 %
SPORTS=	1	0.3 %
SUFFICIENT=	1	0.3 %
SWIMMING=	2	0.6 %
TAXES=	3	0.9 %
TENNIS=	1	0.3 %
UNDER UTILIZED=	1	0.3 %
UNFRIENDLY=	1	0.3 %
UNIDENTIFIABLE=	1	0.3 %
UNKNOWN=	1	0.3 %
UPDATE=	1	0.3 %
USELESS=	1	0.3 %
VALUABLE=	1	0.3 %
VAMPIRES=	1	0.3 %
VARIETY=	6	1.8 %

Q23. Please write in the one word that comes to mind when you think of the Gurnee Park District? (continued)

<u>Q23 One word</u>	<u>Number</u>	<u>Percent</u>
VERSATILE=	1	0.3 %
VERY GOOD=	2	0.6 %
VERY NICE=	1	0.3 %
VIKING PARK=	1	0.3 %
WARM & WELCOMING=	1	0.3 %
WASTE=	1	0.3 %
WATER PARK=	2	0.6 %
WELCOMING=	1	0.3 %
WELL MAINTAINED=	2	0.6 %
WELL ORGANIZED=	1	0.3 %
WELL RUN=	2	0.6 %
WELL-MAINTAINED=	1	0.3 %
WELL-RUN=	1	0.3 %
WESTSIDE=	1	0.3 %
WONDERFUL=	1	0.3 %
WOW=	1	0.3 %
<u>YOUNGSTERS=</u>	<u>1</u>	<u>0.3 %</u>
Total	327	100.0 %



GURNEE
PARK
DISTRICT

promoting fun • preserving nature

4374 Old Grand Avenue
Gurnee, Illinois 60031
TEL 847.623.7788
FAX 847.623.8121
www.gurneeparkdistrict.com

*A Few Minutes of Your Time Will Help Make the Gurnee Park District a
Better Place to Live, Work and Play!*

Dear Gurnee Park District Resident:

Your response to the enclosed survey is extremely important...

The Gurnee Park District is conducting a Community Survey as a part of the Strategic Plan to establish priorities for the future improvement of parks and recreation facilities, programs and services within the community. Your household was one of a limited number selected at random to receive this survey, therefore, it is very important that you participate.

We appreciate your time...

We realize that this survey will take approximately 10-15 minutes to complete, but each question is important. The time you invest in completing this survey will aid the Gurnee Park District in taking a resident-driven approach to making decisions that will enrich the future of our community and positively affect the lives of its residents.

Please complete and return your survey within the next two weeks...

We have selected Leisure Vision/ETC Institute, an independent consulting company, as our partner to administer this survey. They will compile the data received and present the results to the Gurnee Park District. **Your responses will remain confidential.** The survey results will be made available on the Park District website. Please return your completed survey in the enclosed postage-paid envelope addressed to ETC Institute, 725 W. Frontier Circle, Olathe, KS 66061.

If you have any questions, please feel free to contact Susie Kuruvilla, the Executive Director, at 847/623-7788. The Community Survey is a tool that will benefit all residents. Please take this opportunity to let your voice be heard!

Sincerely,

GURNEE PARK DISTRICT BOARD OF COMMISSIONERS

Victoria Paddock

Victoria Paddock, President

Libby A. Baker

Libby A. Baker, Secretary

Russ Johnson

Russ Johnson, Commissioner

Charlie Williams

Charlie Williams, Vice President

Donna Kolar

Donna Kolar, Commissioner

Community Survey: *Let your voice be heard today!*

The Gurnee Park District would like your input to help determine park and recreation priorities for our community. This survey will take 10-15 minutes to complete. When you are finished, please return your survey in the enclosed postage-paid, return-reply envelope. We greatly appreciate your time.

1. Counting yourself, how many people live in your household? _____

2. Counting yourself, how many people in your household are:
Under age 5 _____ Ages 15-19 _____ Ages 35-44 _____ Ages 65-74 _____
Ages 5-9 _____ Ages 20-24 _____ Ages 45-54 _____ Ages 75+ _____
Ages 10-14 _____ Ages 25-34 _____ Ages 55-64 _____

3. Have you or members of your household visited any of the Gurnee Park District parks during the past year?
____(1) Yes [Please answer Question #3a.] _____(2) No [Please go to Question #4.]

- 3a. Overall, how would you rate the physical condition of ALL the Gurnee Park District parks you have visited?
____(1) Excellent _____(3) Fair
____(2) Good _____(4) Poor

4. Have you or other members of your household participated in any recreation programs offered by the Gurnee Park District during the past 12 months?
____(1) Yes [Please answer Questions #4a & #4b.] _____(2) No [Please go to Question #5.]

- 4a. Approximately how many different recreation programs offered by the Gurnee Park District have you or members of your household participated in over the past 12 months?
____(1) 1 program _____(3) 4 to 6 programs _____(5) 11 or more programs
____(2) 2 to 3 programs _____(4) 7 to 10 programs

- 4b. How would you rate the overall quality of programs that you and members of your household have participated in?
____(1) Excellent _____(3) Fair
____(2) Good _____(4) Poor

5. Please check ALL the ways you learn about Gurnee Park District programs and activities.
____(01) Newspaper articles/advertisements _____(07) From friends and neighbors
____(02) Park District Website _____(08) School flyers
____(03) Gurnee Park District Brochure _____(09) Park District e-mail bulletins
____(04) Radio _____(10) Conversations with Park District staff
____(05) Cable access television _____(11) Park District sign boards
____(06) Flyers/posters at Park District facilities

- 5a. Which THREE of the ways from the list in Question #5 would you most prefer to learn about recreation programs and activities in the future? [Using the numbers in Question #5 above, please write in the numbers below for your 1st, 2nd and 3rd choices.]

1st: _____ 2nd: _____ 3rd: _____

6. Please indicate if YOU or any member of your HOUSEHOLD has used any of the following Gurnee Park District major recreation facilities listed below by circling the YES or NO next to the park/facility.

If YES, please indicate how you would rate the condition of the Park District facility by circling the corresponding number to the right of the facility.

Name of Facility	Do You Use this Facility?		If YES You Use, How would you rate the condition of the facility?			
	Yes	No	Excellent	Good	Fair	Poor
A. Hunt Club Park Community Center	Yes	No	4	3	2	1
B. Hunt Club Park Aquatic Center	Yes	No	4	3	2	1
C. Viking Park Community Center	Yes	No	4	3	2	1
D. Gowe Beach	Yes	No	4	3	2	1

7. From the following list, please check ALL the organizations that you and members of your household have used for indoor and outdoor recreation activities during the last 12 months.

- | | |
|---|---|
| <input type="checkbox"/> (01) Private schools | <input type="checkbox"/> (08) Private clubs (tennis, fitness & dance) |
| <input type="checkbox"/> (02) Churches | <input type="checkbox"/> (09) Neighboring cities/counties/state parks |
| <input type="checkbox"/> (03) Private youth sports teams | <input type="checkbox"/> (10) Lake County Forest Preserve District |
| <input type="checkbox"/> (04) YMCA | <input type="checkbox"/> (11) Homeowners associations/apartment complex |
| <input type="checkbox"/> (05) School sponsored activities | <input type="checkbox"/> (12) Warren Township |
| <input type="checkbox"/> (06) Gurnee Park District | <input type="checkbox"/> (13) Other: _____ |
| <input type="checkbox"/> (07) Local colleges | <input type="checkbox"/> (14) None. Do not use any organizations |

8. For each of the age groups shown below, please indicate which Organization listed in Question #7 you and your household USE THE MOST for sports and recreation programs and services. [Use the number by each organization in Question #7. If there is no one in your household in the age group, check NONE in the space provided below.]

	Agency Used Most in Question #7	NONE in household this age
Ages 0 to 11 years	_____	_____
Ages 12 - 17 years	_____	_____
Ages 18 - 54 years	_____	_____
Ages 55 years and older	_____	_____

9. Do any youth in your household participate on a traveling sports team, i.e. competitive athletic teams for sports such as baseball, soccer, softball, football etc.?

- (1) Yes
 (2) No

10. Please indicate if YOU or any member of your HOUSEHOLD has a need for each of the parks and recreational facilities listed below by circling the YES or NO next to the park/facility.

If YES, please rate ALL the following parks and recreation FACILITIES of this type available to Gurnee residents on a scale of 5 to 1, where 5 means "100% Meets Needs" and 1 means "Does Not Meet Needs" of your household.

Type of Facility	Do You Have a Need for this Facility?		If YES You Have a Need, How Well Are Your Needs Being Met?				
	Yes	No	100% Met	75% Met	50% Met	25% Met	0% Met
A. Youth soccer fields	Yes	No	5	4	3	2	1
B. Youth baseball and softball fields	Yes	No	5	4	3	2	1
C. Youth football fields	Yes	No	5	4	3	2	1
D. Outdoor tennis courts	Yes	No	5	4	3	2	1
E. Outdoor cricket fields	Yes	No	5	4	3	2	1
F. Adult softball fields	Yes	No	5	4	3	2	1
G. Off-leash dog park	Yes	No	5	4	3	2	1
H. Outdoor swimming pools/water parks	Yes	No	5	4	3	2	1
I. Playground equipment	Yes	No	5	4	3	2	1
J. Outdoor basketball courts	Yes	No	5	4	3	2	1
K. Outdoor volleyball courts	Yes	No	5	4	3	2	1
L. Disc golf	Yes	No	5	4	3	2	1
M. Skateboarding park	Yes	No	5	4	3	2	1
N. Walking and biking trails	Yes	No	5	4	3	2	1
O. Nature center with trails	Yes	No	5	4	3	2	1
P. Indoor swimming pools/leisure pool	Yes	No	5	4	3	2	1
Q. Senior center	Yes	No	5	4	3	2	1
R. Indoor sports fields (baseball, soccer, etc.)	Yes	No	5	4	3	2	1
S. Indoor lap lanes for exercise swimming	Yes	No	5	4	3	2	1
T. Indoor fitness and exercise facilities	Yes	No	5	4	3	2	1
U. Indoor running/walking track	Yes	No	5	4	3	2	1
V. Gymnastics center	Yes	No	5	4	3	2	1
W. Indoor tennis courts	Yes	No	5	4	3	2	1
X. Racquetball courts	Yes	No	5	4	3	2	1
Y. Indoor basketball/volleyball courts	Yes	No	5	4	3	2	1
1. Other: _____	Yes	No	5	4	3	2	1

11. Which FOUR of the facilities from the list in Question #10 are *most important* to your household? [Using the letters and number in the left hand column of Question #10 above, please write in the letters or number below for your 1st, 2nd, 3rd, and 4th choices, or circle 'NONE'.]

1st: _____ 2nd: _____ 3rd: _____ 4th: _____ NONE

12. Please indicate if YOU or any member of your HOUSEHOLD has a need for each of the recreation programs listed below by circling the YES or NO next to the recreation program.

If YES, please rate the following recreation PROGRAMS on a scale of 5 to 1, where 5 means "100% Meets Needs" and 1 means "Does Not Meet Needs" of your household.

Type of Program	Do You Have a Need for this Program?		If YES You Have a Need, How Well Are Your Needs Being Met?				
	Yes	No	100% Met	75% Met	50% Met	25% Met	0% Met
A. Youth Learn to Swim programs	Yes	No	5	4	3	2	1
B. Pre-School programs	Yes	No	5	4	3	2	1
C. Before and after school care programs	Yes	No	5	4	3	2	1
D. Youth summer camp programs	Yes	No	5	4	3	2	1
E. Youth sports programs	Yes	No	5	4	3	2	1
F. Youth fitness and wellness programs	Yes	No	5	4	3	2	1
G. Martial arts programs	Yes	No	5	4	3	2	1
H. Recreational youth sports leagues	Yes	No	5	4	3	2	1
I. Competitive youth sports leagues	Yes	No	5	4	3	2	1
J. Adult fitness and wellness programs	Yes	No	5	4	3	2	1
K. Water fitness programs	Yes	No	5	4	3	2	1
L. Tennis lessons	Yes	No	5	4	3	2	1
M. Youth art, dance, performing arts	Yes	No	5	4	3	2	1
N. Adult art, dance, performing arts	Yes	No	5	4	3	2	1
O. Adult sports programs	Yes	No	5	4	3	2	1
P. Senior adult programs	Yes	No	5	4	3	2	1
Q. Programs for Disabled (WSRA)	Yes	No	5	4	3	2	1
R. Birthday parties	Yes	No	5	4	3	2	1
S. Gymnastics and tumbling programs	Yes	No	5	4	3	2	1
T. Golf lessons	Yes	No	5	4	3	2	1
U. Park District special events	Yes	No	5	4	3	2	1
V. Nature programs	Yes	No	5	4	3	2	1
W. Other: _____	Yes	No	5	4	3	2	1

13. Which FOUR of the programs from the list in Question #12 are *most important* to your household? [Using the letters in Question #12 above, please write in the letters below for your 1st, 2nd, 3rd, and 4th choices, or circle 'NONE'.]

1st. _____ 2nd. _____ 3rd. _____ 4th. _____ NONE

14. Which FOUR of the programs from the list in Question #12 do you currently participate in *MOST OFTEN* at Gurnee Park District facilities? [Using the letters in Question #12 above, please write in the letters below for your 1st, 2nd, 3rd, and 4th choices, or circle 'NONE'.]

1st. _____ 2nd. _____ 3rd. _____ 4th. _____ NONE

15. The Gurnee Park District currently operates Gowe Beach. During the past two (2) years, approximately how many times have you and members of your household visited Gowe Beach?
- ____ (1) 1-10 times ____ (3) 21-50 times ____ (5) None [skip to Q16]
- ____ (2) 11-20 times ____ (4) 51 times or more

15a. From the list below, please check ALL the reasons you and members of your household have visited Gowe Beach.

- ____ (1) Recreational swimming
- ____ (2) Use of shelter and/or playground
- ____ (3) Day camps
- ____ (4) Rental

16. Usage of Gowe Beach has decreased significantly over the past few years since a new outdoor swimming facility has opened in the Gurnee Park District. Currently the Gurnee Park District uses over \$20,000 in tax subsidy annually to operate Gowe Beach. Knowing this, how supportive would you be of the Gurnee Park District converting Gowe Beach to a usage other than open swim?

- ____ (1) Very supportive ____ (3) Not sure
- ____ (2) Somewhat supportive ____ (4) Not supportive

17. For each of the following potential benefits, please indicate your level of agreement with the benefits being provided by parks, trails, recreation facilities and programs of the Gurnee Park District by circling the corresponding number.

Benefits	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
A. Improve physical health and fitness	1	2	3	4	5	9
B. Help reduce crime	1	2	3	4	5	9
C. Make Gurnee a more desirable place to live	1	2	3	4	5	9
D. Preserve open space and the environment	1	2	3	4	5	9
E. Increase property values	1	2	3	4	5	9
F. Improve mental health and reduce stress	1	2	3	4	5	9
G. Increase opportunities for people of different cultures to interact	1	2	3	4	5	9
H. Help attract new residents and businesses	1	2	3	4	5	9
I. Develop and improve social skills of youth	1	2	3	4	5	9
J. Develop and improve self image of youth	1	2	3	4	5	9
K. Other: _____	1	2	3	4	5	9

18. Which THREE of the BENEFITS from the list in Question #17 are most important to you and members of your household? [Using the letters in Question #17 above, please write in the letters below for your 1st, 2nd, and 3rd choices, or circle 'NONE.']

1st: _____ 2nd: _____ 3rd: _____ NONE

19. Please rate your satisfaction on a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied", with the following parks and recreation services provided by the Gurnee Park District.

Services	Very Satisfied	Somewhat Satisfied	Neutral	Somewhat Dissatisfied	Very Dissatisfied	Don't Know
A. Cleanliness of Gurnee Park District parks and facilities	5	4	3	2	1	9
B. Safety in parks	5	4	3	2	1	9
C. Quality of outdoor athletic fields	5	4	3	2	1	9
D. Quality of indoor athletic courts	5	4	3	2	1	9
E. Number of Park District soccer fields	5	4	3	2	1	9
F. Number of Park District baseball/softball fields	5	4	3	2	1	9
G. The Park District youth programs	5	4	3	2	1	9
H. The Park District adult programs	5	4	3	2	1	9
I. The Park District adult over 55 years of age programs	5	4	3	2	1	9
J. Other Gurnee Park District programs, i.e. concerts, special events, etc.	5	4	3	2	1	9
K. Overall quality of Park District programs	5	4	3	2	1	9
L. Ease of program registration process	5	4	3	2	1	9
M. Classes you need being available and not full	5	4	3	2	1	9
N. Availability of information about Gurnee Park District programs and facilities	5	4	3	2	1	9
O. Park District lottery system	5	4	3	2	1	9
P. Fees charged for recreation programs	5	4	3	2	1	9
Q. User friendliness of Park District website	5	4	3	2	1	9
R. Friendliness and professionalism of Gurnee Park District staff	5	4	3	2	1	9
S. Other: _____	5	4	3	2	1	9

20. Which THREE of the parks and recreation services listed in Question #19 do you think should receive the most attention from Gurnee Park District officials over the next THREE years? [Please write in the letters below for your 1st, 2nd and 3rd choices using the letters in Question #19 above, or circle 'NONE'.]

1st: _____ 2nd: _____ 3rd: _____ NONE

21. Please rate your satisfaction on a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied", with the overall value your household receives from the Gurnee Park District.

_____ (5) Very Satisfied _____ (2) Somewhat Dissatisfied
 _____ (4) Somewhat Satisfied _____ (1) Very Dissatisfied
 _____ (3) Neutral _____ (9) Don't Know

22. From the list below, please select the **THREE** major improvements to the Gurnee Park District that you and members of your household would **MOST SUPPORT**. [Please write in the letters in the spaces below for your 1st, 2nd, and 3rd choices or circle none.]

1st Support

2nd Support

3rd Support

None

- (A) Development of a new off-leash dog park
- (B) Development of new sports fields for competitive sports (soccer, baseball, soccer)
- (C) Development of an indoor pool at the Hunt Club Park Community Center
- (D) Development of a gym at Viking Park
- (E) Development of approximately 100 acres of land on the east side of the Park District into a nature preserve, including trails, a playground, and shelter.

23. Please write in the one word that comes to mind when you think of the Gurnee Park District?

Demographics

24. What is your age? _____

25. Your gender: _____(1) Male _____(2) Female

26. Do you live within the Gurnee Park District boundaries?

_____ (1) Yes

_____ (3) Not Sure

_____ (2) No

27. Please check which community you live within.

_____ (1) Gurnee

_____ (2) Waukegan

_____ (3) Other: Please write in _____

This concludes the survey. Thank you for your time.

Please Return Your Completed Survey in the Enclosed Return-Reply Envelope Addressed to:
ETC Institute, 725 W. Frontier Circle, Olathe, KS 66061

Your response will remain Completely Confidential
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ONLY be used to help identify areas with special interests

Executive Service Corps

Gurnee Park District Questionnaire-Summary

MISSION

1. How well does the current mission statement reflect our actual activities?
Majority liked it; some thought shorter was better.
2. How is the mission statement used by both the Board and staff?
Generally known and in “back of mind” for most.

EVALUATION

1. What key performance indicators are being used to measure program and service effectiveness?
How effectively are the criteria being used?
Rely principally on evaluation forms (5% return) and some onsite visits.
2. Which programs/services are showing negative outcomes?
Not many; a few mentioned teen programs.
3. Which programs/services are showing positive outcomes?
Principally preschool, afterschool, and daycare.

EXTERNAL ENVIRONMENT

1. Who would you consider to be the external stakeholders of the Gurnee Park District, including other governmental or public entities?
Principally residents/taxpayers, schools and community government.
2. What, if any, relationship concerns has the Gurnee Park District with any of the external stakeholders?
Principally “none”. Three mention the high school (swimming pool).
3. What environmental (external) trends could impact positively or negatively on the Park District and its future? How well are we aware of and dealing with these trends?
Major concern was squeeze on funding due principally to slowing population growth.

FACILITIES

1. How well do current facilities meet the needs of the Park District?
Overwhelmingly people said, “doing well” with the caveat of not having an indoor pool.
2. What new facilities do you think the Park District will need in the next few years?
Overwhelmingly an indoor pool; also more gyms.

CLIENTS/CUSTOMERS

1. How do you think your primary client group(s) will change in the next three to five years?
Aging - of youth and middle-aged adults.
2. What steps does the Park District need to take to cope with these changes?
A cross-section of replies, with "none" from most.

COMPETITION

1. What other organizations offer services similar to ours?
Arguably none because PD offers unique services. Primarily, however, there are fitness clubs, rehab facilities, and school and church programs.
2. What other organizations compete directly with us for clients?
See above.
3. What other organizations compete with us for funds?
Principally, schools and Warren Township.
4. What other organizations compete with us for staff/and or volunteers?
Most of the competitors, but consensus is that this is not an issue.
5. What opportunities exist for collaboration or affiliation with other organizations?
Principally, schools and other governmental entities, notably Warren Twp.
6. What advantages or strengths do we have relative to competitors?
Good, well-trained, motivated and customer-oriented employees.
7. What weaknesses or disadvantages do we have as compared to our competition?
Variety of answers, but mainly "none."

FUNDING

1. How is our financial status at this time?
Overwhelming response that financial status is excellent.
2. What responsibility does the Board have in fund raising? How well are they meeting that responsibility?
Majority say "none."
3. What new funding initiatives are needed?
Indoor pool.

MANAGEMENT

1. What role do volunteers play in carrying our mission?
Huge.
2. How adequate is the current system for recruiting, training, recognizing and retaining volunteers?
Not a problem.
3. What changes, if any, are needed in our management structure and staffing?
Overwhelmingly, “none.”

GOVERNANCE

1. How effective is the Board at governing the organization?
Excellent.
2. How well does the Board work with Staff in governing and managing the Park District?
Very well.
3. What do you believe are the principal issues facing the Board? How do you feel these should be addressed?
Funding, growing, changing.

FINANCE AND CONTROLS

1. How well do the current budgeting and financial controls work?
Very well (16 out of 16)
2. Are financial statements and operational reports prepared in a timely and consistent manner?

Is the information adequate to assess the financial position and operating performance?
Yes and yes (12 out of 12).
3. Are we adequately computerized to serve our management information needs?
Yes (10).

COMMUNICATIONS

1. How effective are our public communications strategies?
Overall impression: fair to good, there is room for improvement.
2. Are our brochures and other printed materials adequate and current?
See above.
3. How good are internal communications between our Board, Management and Staff?
Good (10).