

Strategic Plan

For

Oregon Park District

Oregon, Illinois

Pivot Recreation Resources
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EXECUTIVE SUMMARY

Deepening the understanding of past circumstances, present choices and future promise; strengthening the bonds of community; and facilitating solutions to common goals create the purpose of Strategic Planning. As accomplishments and achievements evolve, wisdom comes from experience, and knowledge comes from new application. Understanding is instrumental in shaping the destinies of communities, while inspiration and motivation deepen the quality of community life. Strategic Planning commissioned to *PIVOT* Recreation Resources as a resource facilitator to implement holistic vision, assisted the Oregon Park District in a comprehensive planning process. This systematic approach defined short and long-term operational strategies by reinforcing the continuous improvement efforts of the park district through directed and measurable tactics that consider the constituency served, the community milieu, and the political environment.

Creating and enhancing successful civic spaces is achieved when residents are able to express their recreation desires through participation and interaction with the agency board and staff. The Consultant garnered information from the Oregon Park District Staff, the Board of Commissioners, user groups, and designated community members and leaders to analyze current use, needs, and level of satisfaction of the park district's services and amenities. A statistically valid resident survey was also administered with the residents of the park district. This allowed the community to articulate their aspirations and needs while jointly identifying problems and opportunities. Throughout the "Community Mining" process, many positive influences were noted such as the significant inventory of facilities, service to other entities in the community and the funding luxuries of the nuclear plant. The park district's relationship with the city and school district were noted as well. A desire to improve new financial challenges, coagulate staff efforts toward excellence in the delivery of services and the need for establishing use of the facilities of the district were among issues to be addressed.

Demographic data conveys that the population is stabilizing. The 2000 Census conveys a decline in population from 4,110 in 1990 to 4,060 in 2000. The estimated population for 2004 is 4,059. The 2009 projection is 4,077. Income characteristics show that the per capita income is 4% lower than the national average. Median household income is 12% lower than the national average. The median housing value is 7% lower than the national average. Age group trends reveal an older community when considering age distribution with a median age of 39.2, which is higher than the national average of 36.1 years due to a larger than national average for age groups 55 and older. Of the 4,059 residents, 22.8% of the population is children under 18, equating to 927 children.

Staff and board members participated in a Strategic Planning process designed to move the agency proactively into the future. Derived from the series of community mining activities, the resident survey, and the assessment of local influences, the stakeholders advised, suggested, and approved strategies to address the future development of recreation services for the community. Once strategies were crafted, they were rated by the entire planning team to determine the level of priority. After prioritization, the strategies were assigned to the staff person responsible for completing the strategy. To ensure that each strategy becomes a reality, the effective development of tactics were taught in a workshop to provide a timeline as to when a strategy would be operationalized during the course of the next three years by the agency for completion. This report is written as a means to chronicle the process.

SECTION 1: *INTRODUCTION*



A sense of pride develops from what others perceive as defining communities. Residents of Oregon, Illinois, define their community by attributing a family-oriented quality of life deeply rooted in their past. Situated 80 miles west of Chicago and 25 miles south of Rockford, the City of Oregon is a small rural town in the heart of the scenic Rock River Valley in Northern Illinois surrounded by picturesque landscapes and forest preserves.

Although Oregon remains a dynamic supporter in bringing to life the story of its historic roots still found within its confines depicted by a beautiful array of sculpture, it also supports growth. The Oregon Park District maintains over 130 acres of outdoor and indoor recreation including 10 city parks and two indoor facilities. Residents enjoy tennis, ball diamonds, indoor and outdoor swimming, and playgrounds. The Ruby Nash Recreation Center includes an indoor 25 Meter swimming pool, whirlpool, fitness center, racquetball, volleyball and basketball courts. Blackhawk Center offers a 3-lane indoor track, basketball and volleyball courts, aerobics classes, and a weight room. The Oregon Park District is focused over the longer term and continues its dedication toward recreation excellence within its boundaries.

Strategic Planning has proactively aided the Oregon Park District in providing the balanced incorporation of existing resources with the creation of strategies that will encourage efficiency in operations, sound and effective financial practices, and the development of opportunities for the future. The purpose of this Strategic Plan is to enhance the opportunities for recreation to best serve the residents of Oregon by meeting the recreation needs of the community and providing recreation experiences in concert with those needs.

SECTION 2

METHODOLOGY

Phase I Identifying the Lay of the Land

- **Process Orientation:**

A workshop was conducted with the agency board and staff regarding the proposed process. Discussions focused on the commitment of time and energy the process required; the projected amount of time the process would take to complete; and the role that staff, board and the community would play.

- **Interviews with Key Stakeholders:**

Key leaders, who have a history of involvement in the community, were interviewed to document desired futures of programs, facilities, and parks from their perspective and the views of the community of whom they are in touch with.

- **Organizational Values:**

Board and staff were interviewed to document what they saw as necessary efforts for the organization to focus toward in the future. They were asked to identify and prioritize potential products that the district could offer in the future as well as concerns about the agency that needed to be addressed.

- **Focus Groups and Public Forum:**

Advertised public events gathered data from residents to learn how they and others, as current and potential park users, use leisure time. They were asked to identify and rank potential products the recreation district could offer. This data was used to help define community values. The information helped to prepare the staff and board of consumer-oriented changes and to identify issues that needed to be addressed.

- **Survey:**

From the qualitative data collection, a survey was created from those findings and distributed in the community. Data was collected from a sample of over 200 residents of the park district.

Phase II Where Do We Want to Go?

- **Organizational Trajectory and Values:**

Staff and board members participated in a “Think Tank” session facilitated by the Consultant to garner the following information:

- Historical Perspective - The role the district has played in the community.
- Shifts in Values - Changing values of the community and the professional staff of the district.
- Values Commitment - Expressed values to be committed to and memorialized throughout the Strategic Planning process to become a part of the published plan.

- **Visioning:**

Reviewed data collected from the community research. A draft of the community-centered vision for the future was written. The draft includes a profile of the products/service delivery and business systems needed to enable the delivery of that service. The goal determines what initiatives are desired when compared with those initiatives that can be accomplished given the available resources.

- **Mission Statement:**

Reviewed Agency Mission Statement to determine if adjustments were necessary.

- **Critical Success Indicators:**

Measured the community-based vision at its starting point and drafted measurable indicators of success for each component of the vision. These indicators of success considered the needs of customers of all sectors of the community and the agency’s internal performance measures, which guarantee the cost of effective management of the agency.

Phase III Internal Analysis and Feasibility

- **Market Research:**

Community demographics and household and economic trends were analyzed.

- **Existing Systems Analysis:**

Collected information and investigated Oregon parks and facilities; these exercises were coded to define opportunities that needed to be addressed.

- **Trends Research:**

Board and staff evaluated the trends in economics, government, politics, demographics, community culture, ecology and the leisure industry. Research of census data was analyzed to confirm or deny the assumptions the group made regarding the trends that would influence the district over the next decade.

- **Park Board:**

The members of the board were participants in the process as identified earlier. A special session was held with the board to review the findings of the data and to gather their thoughts before the Strategic Planning Visioning sessions began.

- **Feasibility Studies:**

Based on the tentative vision, feasibility was determined. Data was gathered and benchmarked with similar products in other agencies of comparable size. A full-scale model for the delivery of services were recommended and established. Lines of business were determined as necessary.

Phase IV

Creating the Plan

- **Strategizing:**

Strategic thinking was initiated by fully analyzing those obstacles that were in the internal and external environment. Strategic action plans were written as initiatives to conquer those challenges.

- **Tactics:**

Internal and external obstacles to the plan were analyzed. Tactics for change and/or reorganization were written by the staff influenced by the obstacle. They wrote the tactics to conquer those challenges.

- **System Preparedness Audit:**

The audit tested the ability of the system to handle the demands of growth and change inferred by the new line of business models. Systems Preparedness Audit included marketing, operations, protective services, finance, human resources, communication systems, financing alternatives, partnering capability, and program standards.

Phase V

Communicating the Plan

- **Staff Orientation:**

Orientation was used to introduce the major components of the new strategic plan for change. Team meetings were held for the staff to ask questions of the managers about the changes that may affect their position. The time was used to discuss with the organization new directions and anticipated barriers to future success to the new plan. Solutions to any barriers were identified and reviewed so the employees and board could plan to adapt to those changes.

- **Community Presentations:**

Presentations were used to express to the community ideas and results of the plan and to garner opinions. The meetings included groups who participated in the formulation of the plan.

PHASE I
IDENTIFYING THE LAY OF THE LAND



SECTION 3: *COMMUNITY MINING*

The goal of “Community Mining” uncovers valuable information within the community while prospecting new and often unexpressed opportunities. This internal inventory assesses how the community and staff view and ultimately use the recreation offerings in the area. Community input is important to understand, as civic spaces are extensions of the residents who use them. Generating inter- and intra- agency support to determine the scope of programs and activities is best achieved when community residents feel that their thoughts are well understood and addressed in a proactive way. Mining this information reveals every facet of value, identifies which customers and prospects represent the best opportunities, creates an understanding of market potential for each product category, and determines how much market share is being captured.

The Consultants gathered information from a statistically valid survey and through interviews with the Oregon Park District Staff, the Board of Commissioners, user groups, and designated community members and leaders to analyze current use, needs, and level of satisfaction of the district’s services and amenities. Fostering positive relationships between staff and participants will typically result in a sense of dedication and pride toward the community’s parks and facilities. The key ingredient to that success is helping those groups feel that they are contributing to the improvement of their community recreation opportunities whether they are planting flowers in a park or taking a class at the activity center. Their voices are reflected throughout this study.

Focus Groups and Resident Survey

A sense of pride develops from what others perceive as defining communities. Demonstrating pride in Oregon, IL many residents participated in focus groups to express their ideals for recreation in their community. Their positive reactions are noted as well as their desires for improvement. A subsequent mail survey took place through the University of Illinois Department of Recreation, Sport and Tourism in order to question residents regarding the park district. A systematic random sample of 592 households was selected of which 204 households responded (34.5%). The average length of residency was 18.1 years.

Focus Groups & Interview Findings

Positive Influences of the Park District

The following is a summary of the findings from the focus groups toward existing facilities in the park district. Positive influences have been noted as well as challenges that face the park district. Residents spoke proudly of these attributes in their park district system:

- ◆ Quality/clean facilities such as Nash Rec. Center (42)
- ◆ Keeping people active in safe places at affordable prices (20)
- ◆ Youth sports (20)
- ◆ Pool (19)
- ◆ Parks/playgrounds (17)
- ◆ Preservation of open space (12)
- ◆ Senior Center activities and staff (11)
- ◆ Swim lessons / Aquatic programs (9)
- ◆ Preschool classes (7)
- ◆ Adult fitness programs (6)
- ◆ Blackhawk Center (5)
- ◆ Summer programs for children (4)
- ◆ Summer concerts (4)
- ◆ Aerobics (3)
- ◆ Walking paths in parks (3)
- ◆ Oregon Park West (3)
- ◆ After school program.(2)
- ◆ Adult sports. (2)
- ◆ Ball diamonds
- ◆ Track
- ◆ Availability of facilities for non-structured use

- ◆ Support for other community groups and programs
- ◆ Senior services in conjunction with Yellow Bird
- ◆ Water rehab
- ◆ Biking/walking trails
- ◆ River access

Understanding challenges provides the critical insights that show community residents how the products, services, and fees are relevant to sustaining and enriching their quality of life and economic well being. Following are challenges facing the Oregon Park District as noted by residents, board, and/or staff.

PARKS

Challenges

- There seems to be too many parks that can be effectively managed with the current resources of the district
- Accepting the responsibilities of the city parks has caused a financial burden
- Leash laws are not enforced
- Need to connect with the community
- Parks are not visible to the community
- Publicize parks and maintain or reduce them. (5)
- Replace wood chips under playgrounds for safety.
- Lions Park ball diamond needs to be reseeded and lime
- Oregon Park West ball diamond needs new drainage and lime.
- Community gardens.
- Oregon Park West curbs at basketball court are an ankle hazard.
- Preserve river landscape/open spaces/oak covered bluffs
- More shade at playgrounds.
- Steps to river in Carnation Park.
- Sculpture part of landscaping and site planning.
- Unlock back gate at Oregon Park West after soccer season.
- More group outdoor nature walks.
- Need green management policies: environmental stewardship/non-toxic lawn care and cleaning supplies

FACILITIES

Challenges

- Facilities are not used to their maximum capacity
- Blackhawk is not generating the revenues needed to support the operations
- Need to understand capacity levels of existing spaces and how they are used
- Skateboard area in existing park. (7)
- Indoor soccer at Blackhawk Center. (4)
- Blackhawk Center: track too small for meets (2)
- More handicap parking accessibility at existing facilities.
- Concessions too small.
- Link up pool with health provider for cardiac rehab and water therapy.
- Open Nash earlier and close later on Saturdays.
- Nash needs more attention to cleanliness and upkeep.
- Sauna and steam room.

PROGRAMS

Challenges

- Do not expand - maintain/improve what we have. (38)
- More teen focused programs. (5)
- At this point, financially it is not possible to expand. (4)
- Evaluate programs/coaches/instructors. (3)
- More senior day activities, trips and classes. (3)
- More adult leagues. (2)
- Lifeguard classes.
- Cooperative games/not so much competitive
- More water aerobics classes.
- More group outdoor nature walks.
- More craft classes
- Tennis lessons.
- Improve current programs to meet needs.
- Historical programs.
- Adult continuing education.

- Swim lesson offerings back to previous level.
- Link up pool with health provider for cardiac rehab and water therapy.
- Club volleyball - athletes currently drive to Freeport, Marengo and Rockford.
- More pool related - water polo, scuba.
- Triathlons.
- Bicycle club.
- Nutrition program.
- Add sports leagues for adults over 40.
- Yoga
- Massage therapy.
- Kickboxing.
- Teen dance classes: hip-hop.
- Before school program from 6:30-8:00 a.m.
- More programs for adults that are not craft related.
- Enhance soccer program.
- Expand summer youth activities.
- Bring in AYSO.
- Teen dances and field trips.
- Red Cross training.
- More open swim.
- Youth competitive leagues.
- Keep youth programs up-to-date with surrounding communities.
- Keep the newly added children's programs

FINANCE

Challenges

- Funds are tapped out and in a deficit spending mode
- The threat of losing EAV from the nuclear plant
- Dependence of other agencies in the community of park district funds
- IT issues
- Cash Balances are low
- Revenue is not being generated in the Recreation Fund

PERSONNEL

Challenges

- Low morale among some staff
- High number of staff / low number of programs
- Lack of lunch/break room
- Computer issues for some
- Some staff feel over extended in responsibilities
- Communications between staff is strained
- Fear of action due to reaction
- Inconsistency when meeting deadlines
- Brochure timeline and creativity
- Managers do not observe activity enough
- How do we mentor others to become visionary?
- Internal / external customer
- Need for accountability in work, reporting of work and managing the system
- Consider efficiency in all that is done
- Pull back on community volunteerism
- Training and orientation (parks knowledge), Matrix training
- Personnel empowerment

PARTNERSHIPS /RELATIONSHIPS

Challenges

- City / Park relationships due to the park accepting more responsibility than can be afforded in operational costs
- School / Park understanding of the Blackhawk Center and the ability of the facility to generate funds through use by the community
- Community expectations/attitude of entitlement
 - Police fund
 - Sr. Citizen commitment
 - Library restoration
 - City park improvements
 - Blackhawk Center
- Many assets and commitments to the community / limited funding
- Commitments and agreements that are difficult to get away from

PUBLIC RELATIONS

Challenges

- Front desk staff courtesy toward patrons
- Residents not asked what they want
- Lack of Recreation Supervisor visibility
- Lack of return phone calls
- Board relationships with the community
- The need and how to communicate with the community
- How to communicate internally
- Program design inconsistency and lack of brochure creativity

POLICY

Challenges

- Understanding the difference between policy and procedure
- Revenue Policy (entrepreneurial management of programs)
- Non-residents don't pay much more than residents.

Focus Group Questionnaire Level of Satisfaction Results

The Oregon focus group participants answered a questionnaire regarding their park district. The level of satisfaction was measured from 1 to 6, with 6 being the highest level of satisfaction. Typically in responses, 6 indicates appreciation, 5 indicates contentment, 4 and 3 indicate mediocrity, while 2 and 1 indicate displeasure. The average length of residency of those surveyed was **21.39 years**.

How do you feel regarding the following about the Oregon Park District?

	<u>Level of Agreement</u>
<u>Staff and Board</u>	
a. Staff listens to community needs. 69 responses with an aggregate score of 275 = an average of 3.99	
b. Park Board listens to community needs. 69 responses with an aggregate score of 231 = an average of 3.34	
c. Park and Recreation Staff is organized and reliable. 72 responses with an aggregate score of 291 = an average of 4.04	
d. Residents experience excellent customer service from recreation staff 71 responses with an aggregate score of 328 = an average of 4.62	
front desk staff 77 responses with an aggregate score of 362 = an average of 4.70	
program instructors 66 responses with an aggregate score of 330 = an average of 5.00	

RECREATION PROGRAMS

Recreation Programs

- e. There is a good mix of recreation programs for all ages.
82 responses with an aggregate score of 374 = an average of 4.56

- f. Recreation programs provided by the District are high quality.
77 responses with an aggregate score of 361 = an average of 4.69

Indicate how satisfied you are with the current level of recreation programs offered by the District. (1=least satisfied, 6=most satisfied)

<u>Program</u>	<u>Level of Satisfaction</u>
a. Summer Concert Series 74 responses with an aggregate score of 379 = an average of 5.12	
b. Preschool Programs 40 responses with an aggregate score of 211 = an average of 5.28	
c. Senior Activities 46 responses with an aggregate score of 233 = an average of 5.06	
d. Adult Programs 53 responses with an aggregate score of 246 = an average of 4.64	
e. Special Events 44 responses with an aggregate score of 200 = an average of 4.55	
f. After School Programs 34 responses with an aggregate score of 156 = an average of 4.59	
g. Teen Programs 33 responses with an aggregate score of 118 = an average of 3.58	
h. Youth 23 responses with an aggregate score of 106 = an average of 4.60	

What recreation programs need to be added to the current program offerings?

- ◆ **Do not expand - maintain/improve what we have. (38)**
- ◆ **Skateboard area in existing park. (7)**
- ◆ **Publicize parks and maintain or reduce them. (5)**
- ◆ **More teen focused programs. (5)**
- ◆ **At this point, financially it is not possible to expand. (4)**
- ◆ **Indoor soccer at Blackhawk Center. (4)**
- ◆ **Evaluate programs/coaches/instructors. (3)**
- ◆ **More senior day activities, trips and classes. (3)**
- ◆ **Blackhawk Center: track too small for meets (2)**
- ◆ **More adult leagues. (2)**

FACILITIES

Facilities

- g. The number of recreational facilities that are available to residents are sufficient for my family.
80 responses with an aggregate score of 422 = an average of 5.28
- h. Existing facilities are well maintained and of high quality.
83 responses with an aggregate score of 433 = an average of 5.22
- i. The number of facility types are sufficient for my needs
82 responses with an aggregate score of 427 = an average of 5.21

Facilities

Level of Satisfaction

a. Ruby Nash Recreation Center

1. Indoor 25 Meter Pool

68 responses with an aggregate score of 361 = an average of 5.31

2. Whirlpool

62 responses with an aggregate score of 302 = an average of 4.87

3. Fitness Center

73 responses with an aggregate score of 370 = an average of 5.06

4. Racquetball Courts

55 responses with an aggregate score of 261 = an average of 4.75

5. Gymnasium

61 responses with an aggregate score of 295 = an average of 4.84

6. Multi purpose Meeting Rooms

63 responses with an aggregate score of 332 = an average of 5.27

8. Are there any recreation facilities you feel are needed and would like to see the Park District create over the next three to five years?

- ◆ **Outdoor pool / wading pool / water park. (11)**
- ◆ **Cooperate with trails development initiatives - bicycling/walking trails. (8)**
- ◆ **Boat launch/ramp/dock (5)**
- ◆ **Growth in community may require more services and programs not more facilities. (3)**

PARKS

Parks

- j. Parks are well maintained and of high quality.
83 responses with an aggregate score of 441 = an average of 5.31
- k. There is an ample supply of parks in the District.
82 responses with an aggregate score of 450 = an average of 5.48

Please list the most important park and recreation services the Park District provides to the residents.

- ◆ **Quality/clean facilities such as Nash Rec Center (42)**
- ◆ **Keeping people active in safe places at affordable prices (20)**
- ◆ **Youth sports (20)**
- ◆ **Pool (19)**
- ◆ **Parks/playgrounds (17)**
- ◆ **Preservation of open space (12)**
- ◆ **Senior Center activities and staff (11)**
- ◆ **Swim lessons / Aquatic programs (9)**
- ◆ **Preschool classes (7)**
- ◆ **Adult fitness programs (6)**
- ◆ **Blackhawk Center (5)**
- ◆ **Summer programs for children (4)**
- ◆ **Summer concerts (4)**

General

15. Are there needs or concerns the District ought to address regarding existing or future park and recreation programs or facilities?

51 Yes 13 No

- ◆ **Lack of information/communication: board and director not answering community's questions, staff are quitting. (9)**
- ◆ **Too many parks. (4)**
- ◆ **Current employees need to be friendly and familiar. (3)**
- ◆ **The future of Blackhawk Center: owner and operator, usage? (3)**
- ◆ **Is Blackhawk Center part of the Park District or the School District? (2)**
- ◆ **Too much money spent on Carnation Park; people can't find it. (2)**
- ◆ **Morale problem with personnel / Nash in particular. (2)**
- ◆ **Recent elimination of trees and shrubs along the river make it look barren / loss of habitat and erosion prevention. (2)**

Are there other issues related to parks and recreation programs and facilities not mentioned in this inquiry that you would like the Oregon Park District to address?

- ◆ Lack of information/communication: board and director not answering community's questions, staff is quitting. (9)
- ◆ Too many parks. (4)
- ◆ Current employees need to be friendly and familiar. (3)
- ◆ The future of Blackhawk Center: owner and operator, usage? (3)
- ◆ Is Blackhawk Center part of the Park District or the School District? (2)
- ◆ Too much money spent on Carnation Park; people can't find it. (2)
- ◆ Morale problem with personnel / Nash in particular. (2)
- ◆ Recent elimination of trees and shrubs along the river make it look barren / loss of habitat and erosion prevention. (2)
- ◆ Maintain open space in the light of heavy development to the west.
- ◆ Don't spend money unnecessarily - example: baseball fence.
- ◆ Controversy around the placement of stone and rock along bank in Carnation Park.
- ◆ Why are we maintaining/improving such a high number of parks?
- ◆ The facilities are adequate.

- ◆ Less acreage, more impact.
- ◆ Maintenance not reliable.
- ◆ Loud music at Nash needs to be softened.
- ◆ Vandalism of facilities.
- ◆ Overstaffed in some areas.
- ◆ More parking during summer concerts.
- ◆ Major issues of trust and leadership can hinder the community's perception of this process.
- ◆ Geese droppings at Oregon Park East.
- ◆ Senior Center: parking is a problem, dangerous traffic from highway, building has problems.
- ◆ \$27,000 for this survey is ridiculous money management.
- ◆ Ignore people talking about disgruntled staff (people come and go, land and facilities more important).
- ◆ Stop maintaining museum, library, and Williams Pioneer.

Community Mail Survey Results

Following are the results of 592 Oregon Park District residents who responded to the survey.

Table 1: Household Makeup

Age Range	No One	1-2 People	3 or More
0 to 6 years	91.40%	8.60%	0%
7 to 12 years	81.20%	17.80%	1.10%
13 to 18 years	80.60%	18.20%	1.00%
19 to 25 years	85.50%	14.50%	0%
26 to 40 years	79.00%	21.00%	0%
41 to 50 years	68.30%	31.70%	0%
51 to 60 years	72.00%	28.00%	0%
61 to 70 years	76.90%	23.10%	0%
71 and older	78.50%	21.50%	0%

In the last 12 months, how often have you or anyone in your family used the following parks and facilities? (Table 1)

Overall, Ruby Nash Recreation Center and Oregon Park West were the most consistently used parks and facilities. People use Ruby Nash the most, with 16.7% of respondents indicating they use the facility 2-3 days/week and 10.1% indicating they use it 4 or more days/week. Oregon Park West follows Ruby Nash with 16.6% of respondents who use the facility 1-3 times/month and an 11.6% indicated using it 2-3 days/week. On the other hand, 79% to 97% stated they have never used the Kiwanis, Carnation, Veteran’s, Road Project, Williams, or Pioneer Parks.

Table 2: Use of Parks and Facilities

Park Name	4+ Days/ Week % (N)	2-3 Days/Week % (N)	1 Day/ Week % (N)	1-3 Time/Month % (N)	< Once / Month % (N)	Never % (N)
Ruby Nash Recreation Center	10.1% (20)	16.7% (33)	8.6% (17)	8.6% (17)	20.7% (41)	35.4% (70)
Blackhawk Center	4.2% (8)	6.8% (13)	3.6% (7)	7.8% (15)	21.9% (42)	55.7% (107)
Fairgrounds Park	2.1% (4)	5.7% (11)	4.7% (9)	6.2% (12)	24.9% (48)	56.5% (109)
Kiwanis Park	0% (0)	0% (0)	2.6% (5)	4.7% (9)	12.6% (24)	80.0% (152)
Lions Park	0% (0)	1.1% (2)	1.6% (3)	6.4% (12)	15.4% (29)	75.5% (142)
Mix Park	0% (0)	2.1% (4)	4.2% (8)	12.6% (24)	27.9% (53)	53.2% (101)
Oregon Park East	1.6% (3)	2.1% (4)	4.7% (9)	8.3% (16)	28.1% (54)	55.2% (106)
Oregon Park West	7.5% (15)	11.6% (23)	7.0% (14)	16.6% (33)	27.1% (54)	30.2% (60)
Carnation Park	1.6% (3)	1.6% (3)	2.1% (4)	2.1% (4)	13.5% (26)	79.3% (153)
Veteran’s Park	0.5% (1)	0.5% (1)	1.6% (3)	2.6% (5)	8.9% (17)	85.8% (163)
Road Project	0% (0)	0% (0)	1.1% (2)	0.5% (1)	1.1% (2)	97.3% (178)
Williams Park	0% (0)	0.5% (1)	0.5% (1)	0.5% (1)	0.5% (1)	97.9% (184)
Pioneer Park	0% (0)	0% (0)	0.5% (1)	0.5% (1)	2.7% (5)	96.3% (181)

2. When you and your family use the parks and/or facilities listed above, what activities do you usually do? (Tables 2a and 2b)

Respondents were asked to check from a list all activities they engage in when using an Oregon Park District park and/or recreation facility (Tables 2a and 2b). In regards to parks, 56.9% reported walking, 30.4% used the playgrounds, 25.1% picnic, 17.6 % play baseball, 10.3% engage in volleyball and less than 10% engaged in fishing, soccer, sledding, tennis, canoeing, horseshoes and used the tot lot. In regards to indoor activities 39.7% of respondents reported they attend a Park District program, 26.5% use fitness equipment, 22.5% participate in indoor aquatics, 17.2% register for programs, and 10.8% engage in exercise classes. Less than 10% of respondents engage in personal training programs, racquetball, preschool, and after school programs.

Table 2a: Activity Participation

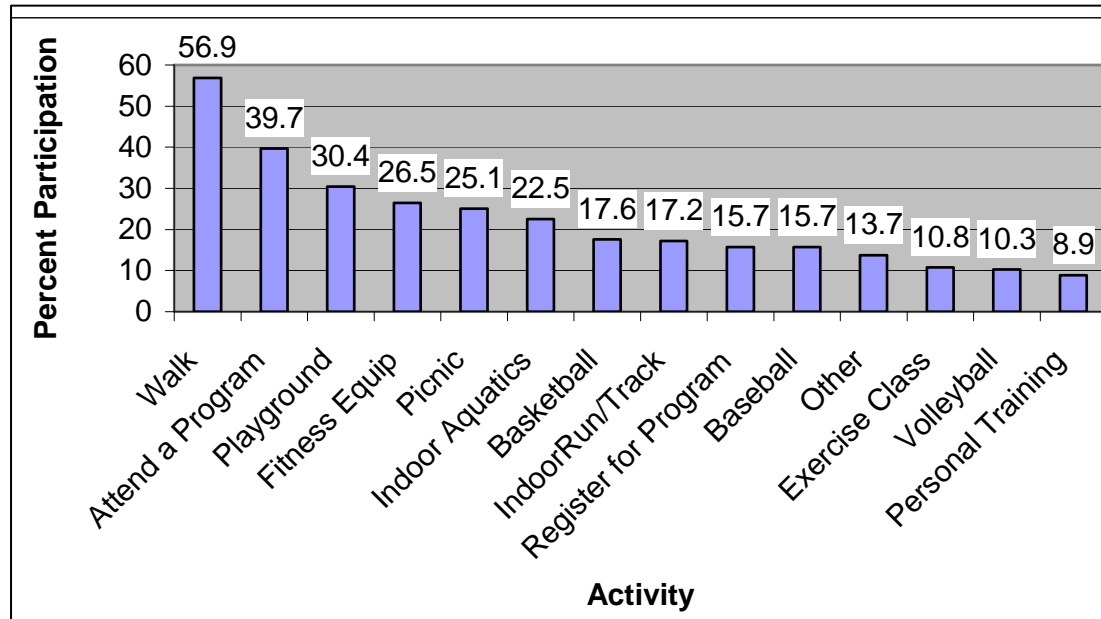
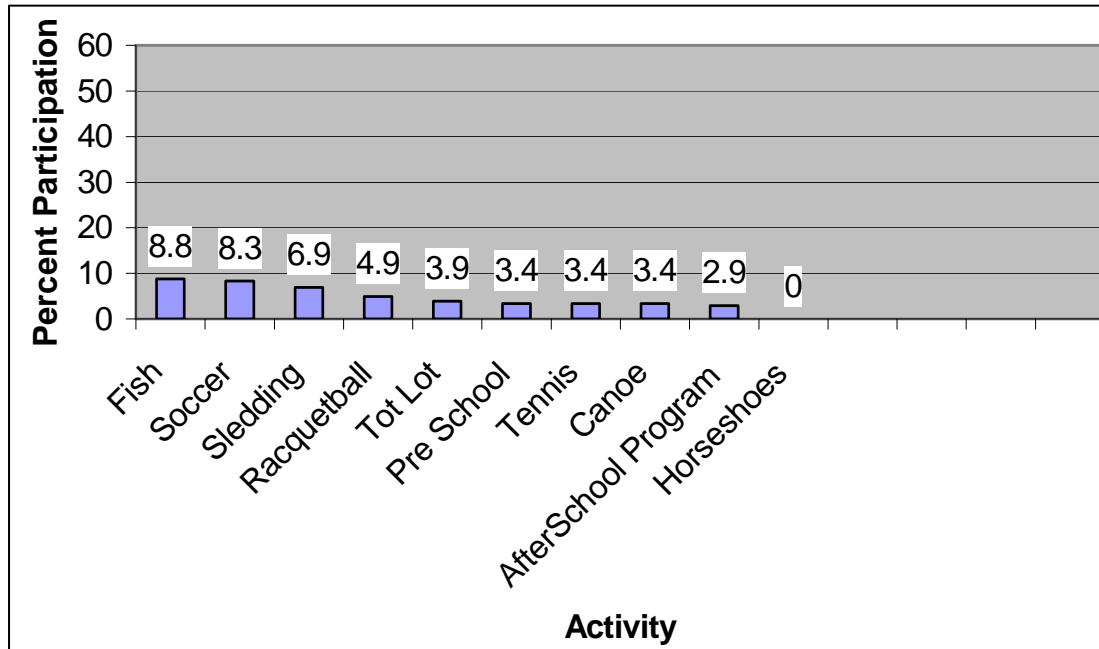


Table 2b: Activity Participation (cont.)



3a-3b. Please evaluate the condition (i.e. cleanliness, upkeep) of the following Oregon Park District Facilities. (Table 3)

Respondents were asked to rate the condition (i.e., cleanliness, upkeep) of facilities that are owned or managed by Oregon Park District. Ruby Nash Recreation Center, Blackhawk Recreation Center, Fairgrounds Park, Oregon Park West and Mix Park were the highest rated parks and facilities with less than 1% of the respondents reporting they had poor conditions. Ruby Nash Recreation Center was rated highly with 38.5% of respondents who stated the facility condition was excellent and 39.0% indicated it was good. Only 2.2% of respondents reported that the facility was fair and 0.5% rated it as poor. This trend was also consistent for Oregon Park West where the vast majority (74.0%) of respondents stated the park was in excellent or good condition and only 1.1% rated it as fair. Also, over 61% stated that Mix Park was either excellent or good, over 58% rated Blackhawk Recreation Center as excellent or good and 50% of respondents rated Fairgrounds Park to be in excellent or good condition. Carnation Park was rated lower with 8.4% of

respondents reporting the condition was either fair or poor. The same can be said about Veteran’s Park with 8% of respondents rating the park’s conditions as fair or poor. It should be noted that a large proportion of the sample indicated they were not sure about the condition of the facilities. Specifically, 92.7% of responses for Pioneer Park, 92.1% for Road Project, 77.9% for Veteran’s Park, 73.7% for Carnation Park, and 70.7% for Kiwanis Park indicated they were not sure about the condition of the facilities and parks. Taken with the previous results regarding use of the facilities, it is plausible that relatively few respondents use these facilities often enough to comment on their condition.

Table 3: Conditions of Parks and Facilities

Facility	Excellent	Good	Fair	Poor	Not Sure
Ruby Nash Rec. Center	38.5% (70)	39.0% (71)	2.2% (4)	0.5% (1)	19.8 (36)
Blackhawk Center	27.6% (47)	30.6% (52)	2.9% (5)	0% (0)	38.8 (66)
Fairgrounds Park	23.0% (40)	27.0% (47)	2.3% (4)	0.6% (1)	47.1% (82)
Kiwanis Park	7.8% (13)	18.0% (30)	3.0% (5)	0.6% (1)	70.7% (118)
Lions Park	5.4% (9)	21.7% (36)	7.8% (13)	0% (0)	65.1% (108)
Oregon Park East	12.3% (21)	29.2% (50)	7.0% (12)	0% (0)	51.5% (88)
Oregon Park West	32.0% (58)	42.0% (76)	1.1% (2)	0% (0)	24.9% (45)
Carnation Park	3.0% (5)	15.0% (25)	5.4% (9)	3.0% (5)	73.7% (123)
Veteran’s Park	3.7% (6)	10.4% (17)	4.3% (7)	3.7% (6)	77.9% (127)
Mix Park	28.4% (52)	32.8% (60)	2.7% (5)	0.5% (1)	35.5% (65)
Road Project	2.4% (4)	4.2% (7)	0.6% (1)	0.6% (1)	92.1% (152)
Pioneer Park	3.0% (5)	4.2% (7)	0% (0)	0% (0)	92.7% (153)

3c. Please explain why you rated the parks as you did in question 3a & 3b

This question was open-ended and of the 204 surveys returned, 110 provided comments. Below is a key that provides general categories of the comments following. It is important to note that the number of responses may not total 110, since some comments fit more than one category and others fit no category at all.

Key (General Categorizations):

(1) Don't use any parks at all/ Rarely use:	33 responses	(2a) Negative bathroom comments:	6 responses
(2b) Positive bathroom comments:	3 responses	(3a) Negative mowing/trash comments:	6 responses
(3b) Positive mowing/trash comments:	14 responses	(4a) Generally negative comments:	4 responses
(4b) Generally positive comments:	40 responses	(5) Only use certain facilities:	21 responses

Comments for 3b

- Seldom use facilities other than Nash (5)
- Did not know where the parks were, evaluated the parks they used. (5)
- The facilities I use are in excellent condition. I don't use others, but they appear as I drive by to also be in excellent condition. (4b), (5)
- Don't use them (1)
- The parks are kept very nicely. I have never been to Pioneer Park. (4b), (5)
- Pot holes in entrance to Carnation park, sloppy users & rest rooms (2a)
- Park bathroom facility cleanses is not always ok. Nash used to be cleaner, but currently is not in good shape. (2a), (4a)
- We do not currently use the parks. (1)
- Not currently using parks. (1)
- I rarely attend Nash anymore. (5)
- Well maintained, grass mowed, repairs made where needed, improvements made. (3b), (4b)
- Ground on Park east & west immaculate. Nash has well kept landscaping and is keep neat and clean. (3b), (4b)
- Grass usually mowed, trash emptied, Park west has trouble with trash in cans and no tp in bathrooms-usually after games & events. (2a), (3b)
- Upkeep and bathrooms & overall appearance (2a), (4a)
- Park dist. does good job cleaning, some people do not pick up after themselves. (4b)
- Places we usually attend are pleasant to visit.

- I do not use the parks. (1)
- Not used or not used often. (1)
- Don't frequent some of them to make a judgment. (1)
- When at yoga classes the mats we use feel gritty and dirty. Oregon park west is well laid out i.e. walking trails etc...
- I have had little exposure to the park facilities; from what I see they are ok. (1), (4b)
- Mix Park is the only one we have been to. (5)
- The two parks are in good shape & upkeep is good. Some garbage at west. (3a), (4b), (5)
- Majority of parks have an excellent appearance and are inviting. A couple of the ballparks need improvements. (4b)
- Everything keep very clean and an ample supply of needs (paper, hot h2o) (4b)
- Look great, well maintained. (4b)
- We love to take our suburb grandchildren to our parks. They love them all.
- Garbage cans were full when we had fairgrounds reserved for family picnic. (3a)
- Every time I have visited a park it has been in good condition. (4b)
- Restrooms reasonably clean at Lions Park. Grounds upkeep at Lions not good. (2b), (3b)
- Have too many parks. Taxes too high for fixed incomes.
- The ones we use are always neat, tidy, & groomed. (4b), (5)
- Don't use them very often, but when we did they were fine. (1), (4b)
- The floor at Nash looks upswept and unmopped. The furniture looks worn.
- The opinion expressed reflects impressions received while visiting the park.
- Safe equipment and kept well. (4b)
- Grass cut regularly and little litter. Could use more garbage containers. (3b), (3a)
- Rarely use any of the facilities listed except for my son and daughter personal training. (1)
- Too excessive, too much
- Parks in excellent shape, but we pay for it. (4b)
- Sand sucker needs better paths.
- Parks are very nice; I enjoy showing them off to my friend & family when they visit. (4b)
- Bathrooms by park East are awful. (2a)
- Mix park always look well kept driving by. (4b), (5)
- They appear clean, grass is mowed, and equipment is in good repair. (3b)

- I don't use the parks. (1)
- Parks are clean, grass is cut, and bathrooms are available and useable. (2b), (3b)
- Prairie needs more attention.
- Need bigger waiting area for swimming lessons.
- Most all are very good. Floor is usually dirty & dusty at Blackhawk. (4b)
- Don't visit. (1)
- Every time I go to the parks I find something wrong with the playgrounds and restrooms. (2a)
- We love West Park, close to home and used often.
- We must often use Mix and garbage cans are stuffed and paper shredded by mower. (3a)
- Don't use the parks. (1)
- Have never used these parks. (1)
- Facilities I use are usually well kept and well maintained. (4b), (5)
- Tourists leave a lot of garbage lying around. (3a)
- Every time use the parks they are clean. (4b)
- Very attractive and upkeep seems good. (4b)
- Don't use. (1)
- I drive by & observe, they are clean and well kept. (4b)
- Nash used to be much cleaner and well kept. Has slipped past 5 yrs. (4a), (5)
- Parks I am familiar with are clean and well kept. (4b), (5)
- Everything is usually well kept. (4b)
- Don't use them much or not at all (1)
- I haven't ever been to the places or I don't know which park they are. (1)
- We go away in the winter. If we were home we would use Ruby Nash more. (1)
- When we have used these parks they appear to be in excellent condition. (4b)
- Nash is good, locker room could be better. Veterans, needs improvement at practice field (water and bleachers). Park East, grass is torn up. Lion's seems to be neglected as far as play equipment and bathrooms. (3a)
- It's a clean park. Nice picnic area, variety of things to do, attractive and pleasant. (3b), (4b)
- Trash is usually picked up. (3b)
- I don't go to these parks. (1)

- I don't go to the parks. I live in the country for 6 months and in Florida for 6 months. (1)
- I'm not sure where the Road Project or Pioneer Park are, Mix is good. (5)
- I have never seen trash or problems with upkeep of Mix Park. (3b), (5)
- We have not been to most of them so we can't rate them. Those we were at are fine. (4b), (5)
- I don't go to the park and don't even know where some of them are. (1)
- I don't use parks. (1)
- I don't use the parks other than for a program activity, so I don't really know. (1)
- Only use Ruby Nash. (5)
- We do not use the parks. (1)
- Nash fitness center is in the basement- it has mold and mildew growing on the ceiling.
- Parks are generally in good shape. (4b)
- Don't know where Road Project or Pioneer Park are located.
- Marked not sure for park we rarely or never use. Nash is always kept clean and organized; the parks we use are kept up. (5)
- Never use them.(1)
- Don't use the parks.(1)
- Have not been there. (1)
- Haven't been to any of them. (1)
- Nash is a wonderful facility, but the pool is underutilized.
- Always clean. (3b)
- Equipment is in good shape and mulch is applied especially under swings.
- Carnation Park needs steps to water edge; bulk of the shoreline is lined with rip rap rocks.
- We don't use them. (1)
- Overall the parks and facilities are kept clean and well maintained. (4b)
- When I have attended the parks and facilities they have always been clean and mowed. Equipment we wanted to use was operational. (3b)
- Always clean and trash free- walking path has snow removed- bathrooms not bad. (2b), (3b)
- Evaluation based on use/visiting location. (5)
- Lion's Park and Park East are hard and full of rocks.
- The Park District has consistently taken good care of everything associated with the Park District. (4b)

- Veteran’s field is poorly maintained; Sandsucker’s grass and rock have not been completed. (4a)
- We use the walking trails, when I drive by the other parks they look beautiful. (4b)
- Parks I use seem clean and well kept. (4b)
- I am 84 and very limited in my activities. (1)
- The parks we use are always beautiful. (4b)
- I feel the parks I use are well kept, clean and eye pleasing. (4b)
- Fairgrounds and West are nicely landscaped and well maintained. (5)
- I have always liked Mix Park. It is being used most times we go by. (5)
- As a whole the Park District keeps their properties in good shape. (4b)
- Everything I see seems to be maintained and clean. (4b)
- The parks are always clean and mowed. We have wonderful parks. (3b), (4b)
- As much as I have noticed I feel all facilities have reasonable care and upkeep. (4b)
- I don’t use parks. (1)
- Carnation Park wasn’t done last year in the summer. I haven’t gone out to see if it is growing in good yet or not.
- I don’t use the parks at my age. (1)
- I don’t go to the parks often enough. (1)
- Never been to the parks. (1)
- They always look well groomed. (4b)
- The facilities I’ve used have always been clean. (4b), (5)

4. In the past 12 months have you or anyone in your family participated in any of the following programs? What was your level of agreement with the experience? (Table 4)

Respondents were asked to indicate what programs they had been involved in and how satisfied they were with programs. Participation rates were fairly low and ranged from 50.0% participation in special events to 3.5% participation in Young Adult programs. The most highly attended program was special events with 50% of respondents reporting they had participated. Respondents reported with a rate of 74.6% that their experience at the special event was either good or excellent. Youth programs were used by 15.5% of the sample, and of those who rated satisfaction, 23.8% reported that the programs were good, and 17.5% indicated they were excellent. However, 57.1% of respondents did not have an opinion about Youth programs. About 14.5% of respondents have attended adult programs. Overall respondents seemed equally satisfied with Adult programs since about 36% indicated that Adult programs were either good or excellent. Elementary school programs were used fairly often by respondents (14.3% who attended an elementary school program). Again, most who had an opinion stated their satisfaction level was excellent (17.5%) or good (22.2%), with less than 2% reporting that elementary school programs were fair or poor. Teen programs were used by 12.1% of respondents. Overall, 20.0% stated teen programs were good, and 16.4% stated they were excellent. With regards to poor ratings the senior program age 61-70 was the only category that had a poor rating with only 2.2% of the respondents reporting negative feedback.

Table 4: Program Participation and Satisfaction

Program Area	Percent Attended	Overall Program Satisfaction				
		Excellent	Good	Fair	Poor	No Opinion
Special Event	50.0% (93)	50.0% (57)	24.6% (28)	3.5% (4)	0% (0)	21.1% (24)
Preschool Programs	7.4% (13)	19.2% (10)	9.6% (5)	1.9% (1)	0% (0)	69.2% (36)
Elementary School Programs, Ages 5-10	14.3% (25)	17.5% (11)	22.2% (14)	0% (0)	0% (0)	58.7% (37)
Youth Programs, 11-13	15.5% (27)	17.5% (11)	23.8% (15)	1.6% (1)	0% (0)	57.1% (36)
Teen Programs, 14-18	12.1% (21)	16.4% (9)	20.0% (11)	1.8% (1)	0% (0)	61.8% (34)
Young Adult Programs, Ages 19-30	3.5% (6)	6.8% (3)	6.8% (3)	2.3% (1)	0% (0)	81.8% (36)
Adult Programs, 31-50	14.5% (25)	18.2% (10)	18.2% (10)	1.8% (1)	0% (0)	60.0% (33)
Senior Programs, 51-60	5.9% (10)	6.8% (3)	11.4% (5)	0% (0)	0% (0)	79.5% (35)
Senior Programs, 61-70	7.1% (12)	13.0% (6)	8.7% (4)	0% (0)	2.2% (1)	73.9% (34)
Senior Programs, 70+	6.5% (11)	8.5% (4)	12.8% (6)	0% (0)	0% (0)	76.6% (36)

5a. Please rate your satisfaction with your interaction with each type of employee.
(Table 5)

Respondents were asked to rate their satisfaction with staff on a scale from poor to excellent. Answering no opinion means the respondent had no contact with employees. 40% to 90% of respondents reported having no opinion, or no contact, with each category of park district employee. Please note that this means a relatively low number of people commented on their interaction with employees at all. Those who did respond rated the front desk staff highest with a total of 51% responding with a good or better response. A total of 33.1% respondents rated Professional staff good or better and Full-time park operations staff received the next highest ratings for good or better at a total of 31.2% responding. Youth and adult instructors both had responses near 21% in the good or better categories. In the good or better categories, Pre-School leaders and senior/older adult instructors both received responses near 12%. At the same time, pre-school leaders and senior/older adult instructors elicited almost no responses in the fair or worse categories. Arts and crafts instructors and adult instructors had 1-3% response totals in the fair or worse categories and the front desk staff, youth instructors, professional staff, and full-time park operations staff all received 5-9% responses in the Fair or worse categories. It is again important to remember that few people were actually able to respond with a rating other than no-opinion.

Table 5: Satisfaction with Staff

Type of Employee	Excellent	Good	Fair	Poor	No Opinion
Front Desk Staff	21.0% (39)	30.1% (56)	5.4% (10)	2.7% (5)	40.9% (76)
Arts/Crafts Instructors	3.9% (7)	3.9% (7)	0.6% (1)	0.6% (1)	91.1% (164)
Preschool Leaders	8.2% (15)	3.8% (7)	0% (0)	0% (0)	88.0% (161)
Youth Instructors	4.3% (8)	16.8% (31)	4.9% (9)	0.5% (1)	73.4% (135)
Adult Instructors	8.7% (16)	12.0% (22)	1.6% (3)	1.1% (2)	76.5% (140)
Senior/Older Adult Instructors	3.9% (7)	7.8% (14)	0.6% (1)	0% (0)	87.2% (156)
Professional Staff	9.2% (17)	23.9% (44)	6.5% (12)	2.2% (4)	58.2% (107)
Full-time Park Operations	11.3% (21)	19.9% (37)	4.3% (8)	2.7% (5)	61.8% (115)

5b. Please explain why you rated the staff as you did in question 5a above. Also, what can the staff do to improve their performance?

This question was open-ended and of the 204 surveys returned, 105 provided comments here. Below is a key that provides general categorizations of the comments following. It is important to note that the number of responses may not total 105, due to the nature of some comments fitting more than one category and others fitting no category at all.

Key (General Categorizations)

(1) No contact/ Rare contact:	17 responses
(2a) Not Helpful/ Not Knowledgeable:	9 responses
(2b) Helpful/ Knowledgeable:	14 responses
(3a) Not Pleasant/ Not Friendly:	9 responses
(3b) Pleasant/ Friendly:	25 responses
(4) Generally Positive Comments:	12 responses

Comments for 5b

- The staff is polite to adults but is not always nice to the kids. The old people get treated like kings and the kids get treated like dirt. Remember their parents pay the Lion’s share of taxes! (3a), (3b)
- Front desk- sometimes makes new person feel stupid for asking questions- need more explanation of procedures. Person in charge of insurance at Park West for concerts was rude! (2a), (3a)
- I was very disappointed that the rates went up so high for the aerobics classes so I wrote Mark Herman a letter and also discussed the poor conditions of the equipment. He did call me back to explain. The rates did go down some, which I appreciate. Mark did say he would replace some of the mats that are very bad and that has not been done yet. The need to be replaced.
- I am very impressed with the friendliness and helpfulness of the front desk. They know my name. (2b), (3b)
- Need more professionalism at the front desk and could be more courteous. Management should be more in the public’s eye especially upper management. (2a), (3a)
- Do not have a lot of interaction with personnel – adequate but not always welcoming. (1), (3a)
- The staff is always friendly and helpful. (2b), (3b)
- I think everyone is very cordial and helpful. (2b), (3b)
- Some staff could spend more time working and less time being in idle.
- They were very friendly and did everything they could to help me. (2b), (3b)

- I have not been happy with the new park district director. His treatment of his staff has been very poor and leads to the loss of many good employees.
- No experience. (1)
- Friendly, always busy, & good when greeting young children. (3b)
- Being a city of Oregon commissioner, I have found cooperation between city and park dist. to be excellent.
- Staff is always friendly and working. (3b)
- Most are very helpful. (2b)
- I have always found the staff helpful and pleasant. (2b), (3b)
- Have not had much interaction with them (1)
- Front desk and full time supervisor have a superior attitude. (3b)
- Some people on park board were rude to the public when attending a meeting. (3a)
- There are great. (4)
- Park maintenance crews are excellent. (4)
- I am happy with the attitudes of your staff; it is pleasant to walk through the doors. (3b)
- No contact. (1)
- Always pleasant and friendly. (3b)
- Friendly when signing in. (3b)
- Nash's front desk is always friendly, not as true for other staff members. (3b)
- We use them very little (1)
- Staff has to be properly qualified to run a children's program. Just putting any one in charge does not make it a quality program. (2a)
- Staff is always helpful and friendly. (2b), (3b)
- When I was in an exercise class the instructor was excellent.
- Courteous and capable. (2b), (3b)
- Seem to go out of their way to make you visit pleasant. (3b)
- Desk staff change in personal caused some problems, but I have noticed improvements lately. Professional staff and park maintenance appear to be doing a good job. (4)
- Lack of communication, employee info given is not always the same answer. (2a)
- Their doing fine. (4)

- Satisfied (4)
- Current aquatics staff are not good with adult programs and the front desk staff are rude and unhelpful. (2a), (3a)
- No interaction (1)
- No opinion (1)
- I will use the facility again when Steve Pennock is off the board.
- Friendly & helpful. (2b), (3b)
- Preschool staff is excellent; however I would love more parental involvement. (4)
- Since the layoffs front desk staff often does not know answers to basic questions. Sometimes wrong info is given out, if they don't know they should say so and refer customers to correct staff member. Swim program is not as strong as is used to be b/c instructors lack experience. (2a)
- Employees are always friendly and pleasant. (3b)
- Friendly and courteous (3b)
- Full time quote UN quote professionals need to go to Colorado and work at the forest not at Nash. Why waste \$ on plants flowers and trees.
- Should have kept a lot of the older employees, new employees not friendly. (3a)
- Helpful and I am not very enthusiastic about teen workers in the fit area. They tend to monopolies the equipment. (2b)
- Everyone is always pleasant and helpful (2b), (3b)
- To many big town politics for a small town park dist. Taxpayers are not a bottomless pit of \$.
- Don't use these programs (1)
- Not your staff, but some volunteer coaches are not focused on making youth sports as fun as they should be.
- Staff has always tried to be friendly and helpful. (2b), (3b)
- The last time they were not very friendly to anyone that came in the door. (3a)
- Staff has not responded to my request for steps to water in Carnation Park
- General staff is good to great. Front desk has gone down since some people have been let go or left. (4)
- The teachers of the various classes my family attends have been excellent. (4)
- Our granddaughter likes the preschool program. (4)
- Have not participated in any programs. (1)
- Went to stamping class – instructor was excellent. (4)
- I think that the last administrator spent far too much money, bought parks we don't need are spent the taxpayers money.

- Professional staff's organization skills are lacking. (Double scheduling fields and facilities) (2a)
- Haven't been there often enough to rate the staff. (1)
- Don't see the staff enough to rate. (1)
- I don't use facilities (1)
- Don't go to any facilities. (1)
- Fitness supervisors at Nash do a great job. Upper Mgmt needs to be available more into the evening a few times a week. They are gone before working people arrive after work, so they're not available for questions/opinions. (4)
- Less socializing by adult instructors would help.
- Coaches need to be taught the correct way to teach a sport to the kids so we can have the kids build on their skills each year. Teams also need to be split more fairly so everyone can win a game. Umpires more qualified for youth ball. (2a)
- Don't go to these places so I can't rate the staff. (1)
- Over the years we've been disappointed with some of the coaches involved with baseball, soccer etc. but overall it's been great. (4)
- I believe we have lost very valuable employees due to current management.
- Have not encountered any because we just moved into the area. (1)
- I rated them on my encounters with the staff.
- No interaction. (1)
- Staff performance seems very adequate. (2b)
- Individuals we encounter are always pleasant. (3b)
- I've talked to the maintenance people and they seem very friendly and helpful.
- Overall the staff is a good group of people. (4)
- I'm not qualified to give an opinion on this area. (1)
- Front desk are always very friendly. They don't always know answers to questions. Maybe they don't have enough program information available to them. (2a), (3b)
- Front desk staff is always pleasant. (3b)
- They are always friendly and helpful. (2b),(3b)
- Staff working at Nash needs to be more customer friendly. (3a)
- Need a better lost and found at Nash.

- Adult assistant (male) in weight room was very rude. Should not be required to go to 1.5 hour weight equipment training if participant doesn't plan to use all the equipment. (3a)

6a. The park district would like your opinion about the future of Blackhawk Recreation Center. (Table 6a)

When asked about the overall quality of the Blackhawk Recreation center, no one responded “not at all satisfied” with the quality of the facility. Only 3% and 5% respectively responded as “not at all satisfied” in terms of the locker and equipment quality. Customer service and space use elicited the next lowest responses with 8.3% and 12.6% respectively. Also, 21.4% of respondents reported being Not at all satisfied with the variety of equipment at Blackhawk. On the other hand, 50-60% of all respondents were somewhat satisfied with space use, equipment quality, locker room quality, and customer service. Overall quality and equipment variety elicited 38.6% and 45.5% responses in the somewhat satisfied category. The opinion about Blackhawk Recreation Center was mostly positive with 30% to 40% of respondents who were satisfied with the space use, variety of equipment, locker room quality, and customer service. Of those who responded, 45.5% were very satisfied when asked about the quality of equipment. In regards to the overall quality of the Blackhawk Recreation Facility, 61.4% were very satisfied and this was the highest response of all categories.

Table 6a: Level of Satisfaction with Blackhawk Recreation Center

How satisfied are you with the following?	Not at all Satisfied	Somewhat Satisfied	Very Satisfied
The overall quality of the Blackhawk Recreation Facility	0% (0)	38.6% (49)	61.4% (78)
Efficient and effective use of space in Blackhawk Rec. Center	12.6% (15)	50.4% (60)	37.0% (44)
Quality of the equipment in Blackhawk Rec. Center	4.5% (5)	50.0% (55)	45.5% (50)
Variety of equipment at Blackhawk Rec. Center	21.4% (24)	45.5% (51)	33.0% (37)
The overall quality of the locker room facilities at Blackhawk	3.2% (3)	57.9% (55)	38.9% (37)
Overall quality of customer service at Blackhawk	8.3% (9)	55.0% (60)	36.7% (40)

6b. Which of the following types of organizations should manage the Blackhawk Recreation Center? (Table 6b)

Next, respondents were asked to indicate their level of agreement for each management strategy listed in Table 6b. In regards to handing the facility over to the school district, most responded that they disagreed (31.6%). In addition, 22.8% strongly disagreed with handing it over to the school district. Only 20.9% agreed or strongly agreed that the school district should own and operate the Blackhawk Center. Also, 24.7% neither agreed nor disagreed. When asked if the facility should use programs that will encourage recovery of operating costs, 37.3% agreed with this strategy. Furthermore, 16.5% reported strongly agreeing that the facility should use programs that will encourage recovery of operating costs. Also, 22.8% of respondents neither agreed nor disagreed. A total of 23.4% disagreed or strongly disagreed with programming that encourages recovery of operating costs.

Table 6b: Participant’s Level of Agreement on Management Strategies

Proposed Strategy	Strongly Disagree	Disagree	Neither Disagree or Agree	Agree	Strongly Agree
The Park District should give the facility to school district to operate and be responsible for all costs associated with the operations.	22.8% (36)	31.6% (50)	24.7% (39)	9.5% (15)	11.4% (18)
The Park District should retain Blackhawk and operate the facility with programs that will encourage the recovery of operating costs.	8.2% (13)	15.2% (24)	22.8% (36)	37.3% (59)	16.5% (26)
The Park District and School District should operate the facility as it currently does and pay the operating costs with taxes.	20.2% (33)	22.7% (37)	24.5% (40)	24.5% (40)	8.0% (13)

7. Opinions about recreational issues and opportunities offered by the Oregon Park District. (Table 7)

Respondents were asked to rate 14 statements in terms of how much they agreed or disagreed with each statement, in which 1=strongly agreed, 2=agree, 3=neutral, 4=disagree, and 5=strongly disagree. Overall respondents agreed that they are satisfied with the recreational opportunities offered by the Park District (m=2.30). Not surprisingly, recreation programs, facilities and park areas are important to their quality of life. It seems that the Park District should put more effort into collaboration with other local governmental agencies as well as local businesses for promotion and sponsorship. It seems there is also an overall perception that the park district has plenty of parks available to the residents of the Park District with a mean score of 1.76 and a standard deviation less than 1 (.710). Attitudes toward having too much open space were mixed among the sample. The mean score for this statement was 3.22 with a standard deviation of 1.23. This indicates that the sample is divided.

Table 7: Opinions on recreational issues and opportunities offered by the Park District

Statement	Mean	Standard Deviation
I am satisfied with the recreational opportunities offered by the Park District (PDPD).	2.3	0.847
Recreation programs, facilities & park areas are <u>not</u> important to my quality of life.	3.78	1.106
The Park District is responsive to the recreational & park needs of the community.	2.39	0.825
The Park District should increase collaboration with other local governmental entities. (e.g. city, county, seniors)	2.44	0.778
The Park District should increase collaboration with local businesses for sponsorship & promotion. (e.g., service clubs, retailers)	2.37	0.782
effective methods for the contribution of the arts to the local community. (e.g., quality of life, economy)	2.52	0.918
The Park District does <u>not</u> have effective promotional strategies to “get the word out” about programs.	3.06	0.964
Park District programs and services are a good value for the money.	2.41	0.939
There are enough parks available to residents of the Park District.	1.76	0.71
It is important that I have a park within walking distance of my home.	2.9	1.328
The number of available open spaces is excessive and selected parcels of park land need to be sold to reduce costs.	3.22	1.233
I am willing to support new activities and programs though participation fees.	2.72	0.935
I am <u>not</u> satisfied with the variety of programs and activities offered by the Park District.	3.41	0.847
I am satisfied with the quality of the programs and activities offered by the Park District.	2.46	0.822

8. What does the Park District need to focus on in the future that will satisfy the park and recreation needs of your family?

This question was open-ended and of the 204 surveys returned, 96 provided comments here. Below is a key that provides general categorizations of the comments following. It is important to note that the number of responses may not total 96, due to the nature of some comments fitting more than one category and others fitting no category at all.

- (1) Lower Taxes/Cost: 19 responses**
- (2) Don't Change a Thing/ No opinion: 17 responses**
- (3) Maintain what is Currently Present: 18 responses**
- (4) Programs for Youth - High School ages: 10 responses**
- (5) Add paths (Bike or Walking): 8 responses**
- (6) Outdoor Pool: 4 responses**

Comments for 8

- Maintain what they have (3)
- Have enough parkland need to keep up what we have. The fitness area at Nash will need to be expanded. (3)
- Continue efficient operation of Nash rec. center and present park facilities. (3)
- Open on Sunday's and open earlier on Saturdays
- I think they are doing a fine job now. (2)
- Keep equipment up to date and improve fitness equipment instruction. (2)
- Sell of land to keep rec. programs viable. Stop beautifying parks, they are fine how they are, very user friendly. Improve Nash cleanliness and improve aquatic programs. (3)
- Cont. current programs (2)
- Nothing lack of use is b/c of personal schedule. (3)
- Remove Steve Pennock.
- Operate with in budget b/c we are retired. Offer what is needed and requested, eliminate the rest. (1)
- Water park would be great or ice skating. (6)
- Maintain quality of our parks and programs. Well-trained staff to administer programs. (2)
- Lower taxes. (1)
- Getting children into facilities that are high school age. They need places to go and things to do. (4)
- Programs/non-resident fee's higher.
- Making better use of current facilities. Have reliable people to run programs. (3)
- Dog park with a safe place for my dog to run free.
- Keeps fees down and use tax money to run programs. Some families cannot afford the cost and keep them from participating. (1)
- Keep taxes down. (1)

- More outings the more trails the better. (5)
- The park dist. is doing a fine job. (3)
- I can't think of anything. (3)
- The parks seem to be for strangers not locals.
- Maintaining a limited # of parks and always putting youth programs first. (3), (4)
- Should be more offerings for teen, leagues, programs etc... (4)
- Complete the development of Carnation park and rename it sand sucker to maintain its history.
- Lower taxes (1)
- Offer ice-skating in winter.
- Less grass cutting and more people activities. Turn one of the parks into a 9-hole golf course.
- Needs are minimal from current offerings. (2)
- We are satisfied (2)
- Keep up with the health trends i.e. pilates
- To excessive for taxpayers now, we are on fixed income. (1)
- Maintain parks, cut the fat from facilities (3)
- Just keep the parks as clean as they have been (3)
- Keep indoor pool open and work out area.
- Programs for all ages w/ qualified instructors. (4)
- We are senior citizens and some of the trips are beyond what we can afford. (1)
- I think the parks are important and an assets to the community although not necessary to my family personally. I do think getting financial balance is important to us. (1)
- Our family is satisfied (2)
- We want programs to always to available at Nash rec. Blackhawk cntr. Is great for youth programs and the parks are great. (4)
- We need an outdoor water facility for small children. (6)
- Keeping parks and paths plowed in the winter. They have done a great job at fairgrounds this yr. Id uses the Nash pool more if the shower h2o was consistently warmer. Adult dance classes. (3)
- Cut taxes. (1)
- I think some activities are too expensive for low-income families. (1)
- I don't think a taxpayer should have to pay to use any of the shelter in any of the parks.

- Plant more trees and quit cutting them down.
- Less travel for baseball.
- I don't think they utilize the indoor pool facility to the best interest of the community. There should be more available swim time.
- Keep the parks clean and well maintained (3)
- We are retired & enjoy the park as it is (2)
- Maintain the current facilities/parks instead of capital improvement. Get finances in order. (3)
- Make Blackhawk more available in the winter.
- Once there was some children's programs offered through community college on site during summer. With 3 kids local individuals can teach this but organizational support might come from Jr. College. Great enrichment supplements. (4)
- Update aerobics equipment.
- Reduce costs. (1)
- Take care of white pines Park, keep it mowed, available bathroom for little one's in park and keep clean and supplied. (3)
- Should be a teen night on Friday night where kids can get in for \$1 and use all the facilities. (4)
- I'm over 70, live in the county and am losing my eyesight. My children & grand kids use the facilities. (2)
- Nothing (2)

- Less expensive and more choices (1)
- Keep cost affordable, hours Nash open (later on Saturday); rate for multiple children from same family, baseball fields need concessions for courtesy and atmosphere. (1)
- Turn Blackhawk Center into the Library.
- I don't know. I don't take advantage of the parks. (2)
- Keeping all the parks looking good. (3)
- Concentrate on getting funding through local business and community events
- More walking trails. (5)
- Until we have grandchildren, probably leave as is for us. (2)
- Quality of sports instruction for youth. Ensure coaches are qualified.
- Consolidate use of resources to be able to keep Nash viable.

- New program additions because they've been the same for many years. Timing, as in hour of day, of programs could improve for working people.
- Nothing. (2)
- Not raising our taxes. (1)
- Let park district handle all school sports
- Outdoor pool. (6)
- As a parent of a pre-schooler it would be nice to have classes (not children's center) but 'other' classes and open swims at times other than pre-school hours. Also, babysitting at times that coincides with classes. (4)
- Outdoor public pool that is safe and a skating/ice skate area outdoors. (6)
- Set up a format/program for contribution to fund improvements requested by residents.
- Providing youth programs and activities. Maintaining parks and facilities. Maintaining a balanced budget. Providing evening open swim a lot earlier on weekdays. (1), (3), (4)
- Find ways to keep the youth programs and bring back volleyball for the young girls. (4)
- Maintain affordable programs. Maybe close/sell less used parks. Keep tax rate steady so people feel what their money goes to is valuable. (1)
- Difficult to complete questions primarily because my interests in recreational needs may/may not be that of most users of park district facilities, etc. I do not subscribe to the local paper and probably not as informed as are others. (2)
- Lower taxes. (1)
- More adult softball leagues for Men A B C League. Current league is too limited and competitive for men looking to play 12 to 16" ball for fun and fitness.
- Partner with city of Oregon to have open swims for the summer at a nominal 50cent fee to all residents.
- Continue present course. (3)
- Focus on program and work to add a bike path between Oregon, Mt. Morris, and White Pines (for example). (5)
- I think they are doing great now. I'd love to have more walking trails. I would like to be able to take my out-of-district grandchildren swimming or to Nash without paying out-of-district charges. (2), (5)
- We would like to see ballroom dancing classes for adults.
- We are very lucky to have this wonderful facility right here in Oregon. I have no complaints. (2)
- We are a retired couple of 75 years old and both with some physical problems. We use the parks to walk and enjoy them. We live in Texas for 5 months of the year and we feel the district offers plenty if we were to use it. (2)

- Keep the walking trails as they are or expand them. (3), (5)
- Affordable programs for people with lower income. (1)
- I'm retired and handicapped so it's hard to answer this.
- More bike paths. (5)
- Open Sunday A.M.
- Oregon has an advantage over other towns because we have three state parks. It seems like we have more parks than we need. Concentrate on the activities and just keep up the parks. (3)
- Stop wasting money. (1)
- Keep staff that we have helped the programs at Nash Center. The crafts have been less and less offered than before.
- Better word of what is going on and where.
- Walking paths (5)
- No opinion (2)
- More programs for 10-14 year olds. (4)
- I love the walking path at Park West and would like to see more developed in other areas. (5)

9-10. Please give your opinion of the following questions. How much do you support the following management changes and the development of an outdoor aquatic facility? (Table 9-10)

When asked, 34.6% of respondents reported that they support or strongly support the Park District continuing to subsidize the services of other governmental agencies; 40.9% of respondents neither support nor oppose this management strategy. A vast majority (56.9%) of respondents support or strongly support the Park District continuing to cut costs in order to lower expenses. A significant percent (34.2%) of respondents neither support nor oppose the idea of cost cutting measures. When asked if the Park District should explore the idea of an outdoor aquatic facility respondents reported that 51.8% oppose or strongly oppose this strategy. Also, 58.6% of respondents agree or strongly agree that a new pool should not be the Park District's highest priority because there are other local and regional aquatic facilities to use. A significant percent (59.5%) of respondents reported that they oppose or strongly oppose the idea of paying extra to have access to a high quality local outdoor aquatic facility.

Table 9-10: Participant’s Opinions on the following Management Changes

Statement	Strongly Oppose	Oppose	Neither Oppose or Support	Support	Strongly Support
The Park District should continue to subsidize the services of other governmental agencies (e.g. City, School Dist)	9.10%	15.30%	40.90%	27.80%	6.80%
The Park District should continue cost cutting measure to reduce existing budget deficits.	1.60%	7.60%	34.20%	39.10%	17.40%

PHASE II
WHERE DO WE WANT TO GO?

SECTION 4

VISION and MISSION

Clarifying vision and mission is the foundation for accomplishing the focus of the district. Strategic Planning puts the vision into focus and clarifies the current mission. ***Vision*** focuses on the future and serves as an enduring promise. A successful vision of an organization paints a desired image and, though future-based, projects it as if it were being realized today. The park district's vision gives the community the assurance that the district and community are interlinked and moving toward common goals in shaping the destiny of recreation for the community.

While the vision statement defines the future profile, the ***Mission*** statement focuses on the core business: the dynamic internal and external strengths of the organization. Internally, the mission statement describes the products, services, and open space that the park district offers. Externally, it describes the customer and market position and the reason why customers would prefer to buy leisure products and services from their park district.

- **Visioning:**
Reviewed data collected from the community research. A draft of the community centered vision for the future was written. The draft includes a profile of the products/service delivery and business systems needed to enable the delivery of that service. The goal determines what initiatives are desired when compared with those initiatives that can be accomplished, given the available resources.
- **Critical Success Indicators:**
Measured the community-based vision at its starting point and drafted measurable indicators of success for each component of the vision. These indicators of success considered the needs of customers of all sectors of the community and the agency's internal performance measures, which guarantee the cost of effective management of the agency.
- **Mission Statement:**
Reviewed Agency Mission Statement to determine if adjustments were necessary.

Organizational Trajectory and Values:

Staff and Board Members participated in a “Think Tank” facilitated by the Consultant to garner the following information:

Historical Perspective -	The role the park district has played in the community.
Shifts in Values -	Changing values of the community and the professional staff of the district.
Values Commitment -	Expressed values to be committed to and memorialized throughout the Strategic Planning process to become a part of the published plan.

Historical Perspective:

- Lots of open space provided by the state parks system and the Park District
- Access to the river
- Big Brother approach to providing services to enhance the quality of life in the community
- Growth did not take place with the significant infrastructure
- Low revenue generator
- Gave programs away
- Provide social experiences
- Golden Goose
- Servant to the community
- Provider of sport for youth
- Commitment to community through parks
- Jewel in the crown
- Huge asset growth

Shifts in Values

- Heightened awareness in the community from the adjustments
- People are becoming more aware of why we operate the way we are
- Need to care for what we have
- Staff is under stress
- Improved relations with the city
- Have become better listeners
- Desire to help others in non financial ways
- Part time staff feel welcome
- More aware of the costs for services
- Customers feel more welcome
- Older staff
- More conservative with actions and spending
- Oriented toward maintenance
- There is no feeling of hierarchy
- Cost conscience
- More cost training
- Fiscal stewardship
- Protection of programs and the heightened level of board awareness

Desires for the Future in the Oregon Park District

- Accountability
- Productivity
- Value Based
- Professionalism
- Passionate
- Responsive

- Adaptable/flexible
- Fun/Creative
- Friendly
- Team
- Artistic
- Consider Tourism
- Efficient
- Customer Service Driven
- Positive influence
- Loyalty
- Cross Trained
- Communication
- Public Awareness
- Financially solvent
- Quality of Life

The Development of the Vision Statement

Values Commitment – The descriptors that emerged as a result of the historical perspective are the desired values of the agency. To capture this essence, the team crafted their vision statement in the following way:

VISION STATEMENT

We create fun for a lifetime

The team then reviewed their Mission Statement. While the Vision Statement defines the future profile, the Mission Statement focuses on the the dynamic internal and external strengths of the organization using the following:

- Describes Mandates. The products, services, and open space that the park district offers.
- Describes the Constituents. Customers to be served.
- Describes Aspirations. What do we hope to be?
- Describes Values and principles we aspire to maintain.

MISSION STATEMENT

*“To provide quality service through programs, parks and facilities
to fulfill the needs of the community
in a fun, safe and friendly environment”*

PHASE III
INTERNAL ANALYSIS AND FEASIBILITY



SECTION 5: *ANALYSIS OF DEMOGRAPHICS*

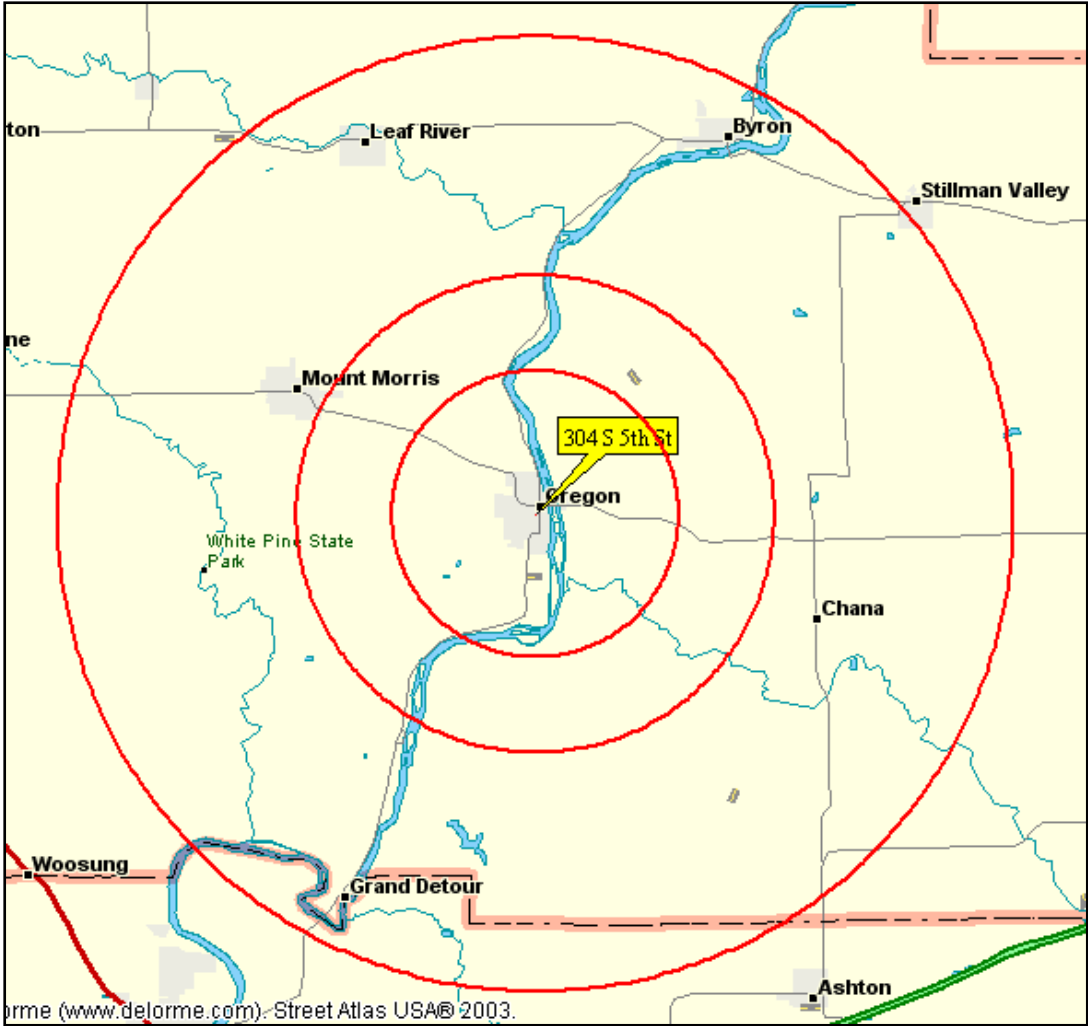
Target Market Area Analysis

Factors that can influence the future needs of the Oregon Park District involve the analyses of the population, income, and age group trends of the prime market area. As areas diversify, demographic data can determine market share, fee potential, and target market groups. Effective marketing requires an understanding of the dynamics of the demographic data in a way that shows the residents that the district's products, services, and fees are relevant to them.

Given the character of Oregon, proximity to surrounding communities, and recreation experiences in the district, the Consultant is of the opinion that the principle recreation service market area will exist among people who live within the district. The secondary service area is non-residents who choose to participate in the district facilities and programs.

The resident market area has been divided into radius zones. The evaluation of the resident market area on the basis of these zones will allow for a more specific analysis of the market within the district including park and program opportunities that may be lacking, and areas where growth in facilities and programs may be needed as the community changes in the future. The following map displays the zones.

Map 2: 0-3 Miles, 3-5 Miles, 5-10 Miles



Population

The table presents a summary of the service market area population for the 2000 Census with estimates for 2004 and projections for 2009 for each of the eight areas within the park district. Projections are based upon U.S. Decennial Census data and a variety of sources indicating change following the Census such as U.S. Postal Service delivery statistics, state demographers' local estimates, Donnelley Marketing and Equifax Consumer Marketing database trends.

**Table 11
Population
Oregon, IL**

AREA	1990		2000		2004		2009		Average Annual Change			
	Number (000's)	Percent of Total	Number (000's)	Percent of Total	Number (000's)	Percent of Total	Number (000's)	Percent of Total	1990-2000		2004-2009	
									Number (000's)	Percent	Number (000's)	Percent
Oregon, IL	4.1		4.1		4.1		4.1		0.00	0.0%	0.00	0.0%
0-3 Miles	5.4	26.6%	5.4	23.7%	5.4	22.9%	5.5	22.4%	0.00	0.0%	0.02	0.4%
3-5 Miles	1.7	8.4%	1.9	8.3%	2.0	8.5%	2.0	8.1%	0.02	1.1%	0.00	0.0%
5-10 Miles	13.2	65.0%	15.5	68.0%	16.2	68.6%	17.1	69.5%	0.23	1.6%	0.18	1.1%
Total 0-10 Miles	20.3	100%	22.8	100%	23.6	100%	24.6	100%	0.00	1.2%	0.02	0.8%

Source: Claritas, Inc.

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Income

The willingness of the market to pay for the use of park district facilities and activities will help to determine the financial success of amenities based upon user ability to pay for admission and user fees. Research conducted for the Recreation Roundtable by Roper Starch in 1999, based on 2,000 interviews with Americans 18 and older reveal that the higher the annual household income, the more inclined residents are to engage in outdoor recreation (swimming, golf, tennis, running, etc.) at least once per month. The following table conveys household income categories and the percentage of that particular category who recreate at least once per month.

Household Income	Outdoor Recreation
\$15,000 or less	53%
\$15,000-\$29,999	66%
\$30,000-\$49,999	69%
\$50,000-\$69,999	78%
\$70,000 or more	85%

Source: Roper Starch

Accordingly, an evaluation of market income is appropriate. The following table presents a comparison of per capita and median household incomes for the resident population using the 2000 Census to project incomes for the year 2004. When comparing the service market area with the United States, a percentage system is used. The United States' average income is the baseline standard represented by 1.00. The target market index is placed adjacent to the baseline standard in each distance category to illustrate the relational differences between the two. For example, if an area's median household income were 20% higher than the national average, a number of 1.20 would be listed as the index number.

Table 12
Market Area Income and Housing Value Estimated for 2004
Oregon, IL

Market Area	Per Capita Incomes		Median Household Income		Median Housing Value	
	Dollars	Index	Dollars	Index	Dollars	Index
Oregon, IL	\$20,726	0.96	\$36,959	0.88	\$111,326	0.93
TOTAL U.S.	\$21,587	1.00	\$41,994	1.00	\$119,600	1.00
0-3 Miles	\$21,839	1.01	\$41,104	0.98	\$120,353	1.01
3-5 Miles	\$25,817	1.20	\$57,475	1.37	\$137,432	1.15
5-10 Miles	\$24,498	1.13	\$54,143	1.29	\$137,192	1.15

Source: Claritas, Inc.

Age Distribution

A third demographic factor instrumental in determining the level of usage of recreation activity is age distribution. Research has shown that younger age groups have a higher tendency to engage in sport activities. Wellness and fitness programming is attractive for middle age and older patrons. The following table presents a summary of the age distribution of the component areas of the resident population when compared with national averages for the United States.

**Table 13
Age Distribution Trends
Oregon, IL**

Age Groups	Oregon		U.S. Average	0-3 Miles		3-5 Miles		5-10 Miles	
		%			%		%		%
0 to 4	207	5.1%	6.8%	264	4.9%	112	5.7%	912	5.6%
5 to 9	240	5.9%	6.9%	313	5.8%	128	6.5%	1,088	6.7%
10 to 14	272	6.7%	7.2%	366	6.7%	153	7.8%	1,428	8.8%
15 to 17	208	5.1%	4.2%	281	5.2%	92	4.7%	850	5.2%
Subtotal:	927	22.8%	25.1%	1,224	22.5%	485	24.6%	4,278	26.4%
18 to 24	354	8.7%	9.8%	452	8.3%	149	7.6%	1,234	7.6%
25 to 34	497	12.2%	13.3%	597	11.0%	183	9.3%	1,673	10.3%
35 to 44	604	14.9%	15.3%	791	14.5%	303	15.4%	2,690	16.6%
45 to 54	553	13.6%	14.1%	790	14.5%	318	16.1%	2,554	15.7%
55 to 64	405	10.0%	9.6%	596	11.0%	242	12.3%	1,750	10.8%
65 to 74	346	8.5%	6.4%	471	8.7%	151	7.7%	1,034	6.4%
75 and Over	373	9.2%	6.4%	522	9.6%	140	7.1%	1,023	6.3%
TOTAL:	4,059	100%	100%	5,443	100%	1,971	100%	16,236	100%
Median Age	39.2		36.1	40.6		40.6		38.5	

Oregon, IL

Population

- Census conveying decline in population from 4,110 in 1990 to 4,060 in 2000.
- Estimated population for 2004 is 4,059.
- 2009 projection is 4,077.
- Population declined between 1990 and 2000, but is projected to stabilize between 2004 and 2009.

Income Characteristics

- Per capita income: \$20,726 is 4% lower than the national average of \$21,587.
- Median household income: \$36,959 is 12% lower than the national average of \$41,994.
- Median housing value: \$111,326 is 7% lower than the national average of \$119,600.

Age Group Trends

- Older community when considering age distribution trends with a median age of 39.2, which is higher than the national average of 36.1 years due to a larger than national average for age groups 55 and older.
- 22.8% of the population is children under 18, which is lower than the national average of 25.1% equating to 927 children of 4,059 residents.



0-3 Mile Radius

Population

- Census conveying growth in population from 5,352 in 1990 to 5,389 in 2000.
- Estimated population for 2004 is 5,442.
- 2009 projection is 5,522.
- Population stabilized from 1990 to 2000, but projected to increase at 0.4% from 2004 to 2009.

Income

- Per capita income: \$21,839 is 1% higher than the national average.
- Median household income: \$41,104 is 2% lower than the national average.

- Median housing value: \$120,353 is 1% higher than the national average.

Age Group Trends

- Median age of 40.6 is higher than the national average due to a higher than national average of people 45+.
- 22.5% of the population is children under the age of 18, which is higher than the national average and equating to 1,224 children of 5,443 residents

3-5 Mile Radius

Population

- Census conveying growth in population from 1,661 in 1990 to 1,971 in 2000.
- Estimated population for 2004 is 1,971.
- 2009 projection is 2,042.
- Population increased 1.1% annually from 1990 to 2000, but projected to stabilize from 2004 to 2009.

Income

- Per capita income: \$25,817 is 20% higher than the national average.
- Median household income: \$57,475 is 37% higher than the national average.
- Median housing value: \$137,432 is 15% higher than the national average.

Age Group Trends

- Median age of 40.6 is higher than the national average due to a higher than national average of people 35+.
- 24.6% of the population is children under the age of 18, which is lower than the national average, equating to 485 children of 1,971 residents.

5-10 Mile Radius

Population

- Census conveying growth in population from 13,172 in 1990 to 15,502 in 2000.
- Estimated population for 2004 is 16,234.

- 2009 projection is 17,139.
- Population increased 1.6% annually from 1990 to 2000, and projected to increase at 1.1% annually from 2004 to 2009.

Income

- Per capita income: \$24,498 is 13% higher than the national average.
- Median household income: \$54,143 is 29% higher than the national average.
- Median housing value: \$137,192 is 15% higher than the national average

Age Group Trends

- Median age of 38.5 is higher than the national average due to a higher than national average of people 35-64.
- 26.4% of the population is children under the age of 18, which is higher than the national average and equating to 4,278 children of 16,236 residents.



SECTION 6:

EXISTING SYSTEMS ANALYSIS

Internal analysis includes an assessment of the Oregon Park District's existing recreation system. This evaluation strives to facilitate a community-driven focus not only on the programs and facilities that meet basic resident requirements but also on those features and facilities that might differentiate the park district from competing offerings in the area. Such differentiation and analysis may be based upon feasibility of facilities and amenities, recreation program enhancement, and special relationships.

Oregon's parks and program portfolio consists of two recreation centers, one with an indoor pool, and parks that offer sports fields, walking trails and spaces for relaxation. The acreage of parkland for community parks is over 130 acres, which is well above the national minimum guideline of 10 acres per 1,000 residents.

SECTION 7:

RECREATION TRENDS

Many trends are occurring throughout the country that parks and recreation departments and special districts are beginning to incorporate into their operational mix. Not to be confused with fads, which enjoy brief popularity before disappearing due to lack of results, recreation trends evolve slowly over time from a specified direction; thus, improvements occur in order to adjust the overall sustainability for the future. The complex dynamics of leisure time has been broken down into two basic categories.

Leisure Snapshot

- Adventure Leisure
- Creative Leisure

Both categories achieve fitness goals and stimulation; encompass males and females, all incomes, all education levels, all regions, all ages. They may overlap as some creative leisure seekers become more confident in their adventurous pursuits, and adventure leisure seekers become more confident in their cultural refinement.

ADVENTURE LEISURE

Thrill seekers

Escape from everyday life

Sports, spectator sports, extreme sports

Competitive, push the limit workouts

Survivor-type excursions, global sojourns

Adrenaline rush/risk takers

CREATIVE LEISURE

Pleasure seekers

Centered, improve the world around them

Relaxing recreation

Exhilarating but gentle exercise

Indulge the senses

Soothing fitness experiences

Adventure and/or Creative Leisure = Emotional and Physical Health

A sense of well-being is directly linked to three chemicals in the brain: Dopamine, serotonin, and nor epinephrine. Research at San Jose University has proven that mood elevations following exercise can last 12-26 hours and bolsters the immune system, thus staving

off stress-induced illness. The U.S. Department of Health and Human Services statistics reveal 40% of Americans do not participate in any physical activity. “We believe that diet, inactivity, and obesity – that constellation – will be the leading cause of death if things don’t change.” (James S. Marks, MD, MPH, CDC epidemiologist).

Creative Leisure

Creative leisure people are typically thoughtful, sometimes introverted and sensitive. Getting them out may be a challenge. They may prefer to leisure at home – children watch TV and play games; adults read and work on their homes, gardens, and computers. Sedentary lifestyles may develop due to their non-competitive natures. Their idea of recreation is therapeutic and uplifting. They enjoy gentle sports such as golf, fitness such as elliptical trainers, Yoga and walking, art and cultural activities, spas and healing massage.

Parks and Sedentary Lifestyles

A major concern for the growing sedentary lifestyle in the U.S. is being addressed by park systems. As America’s unhealthy lifestyle is expected to cause more premature deaths than smoking over the next decade, parks are addressing sedentary lifestyles with programs such as:



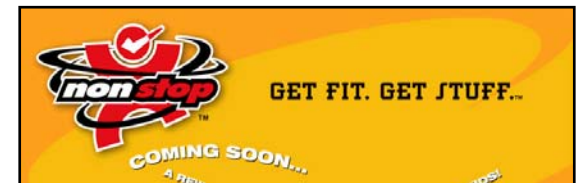
Hearts N’ Parks: a community-based program supported by the National Recreation and Park Association, in conjunction with the National Institutes of Health's National Heart, Lung, and Blood Institute (NHLBI). This program was designed to reduce the growing national trend of obesity and the risk of coronary heart disease by encouraging Americans of all ages to aim for a healthy weight, follow a heart-healthy eating plan, and engage in regular physical activity while enjoying local parks and recreation facilities.

- ✚ In 2002, 56 sites were selected based on the risk level of cardiovascular disease in their areas and the level of park and recreation agency interest.
- ✚ The sites made a three-year commitment including one adult and one child program, expanding heart-healthy programming efforts each year, measuring program performance by administering questionnaires to participants, and sharing their data with the NHLBI.
- ✚ Annual training sessions included supplementary nutrition education, resources, and tools for local implementation; instructions on improving the data submission process; and information on using the performance outcomes for enhanced public visibility at the local level. In 2003, the focus of the trainings shifted from how to implement Hearts N’ Parks to building on the previous year’s success.

- ✚ Hearts N' Parks was clearly a success in 2003. Of the approximately 2,800 participants who completed the pre- and post-tests, significant improvements were demonstrated in virtually all indicators of heart-healthy eating knowledge, self-reported attitude and behavior, and physical activity.

Non-Stop Program: another community-based initiative designed to reward children ages 4-17 for fitness and nutrition. This fitness promotional program is a partnership between Strategic Healthcare Initiatives and their designated recreation agency partners who support a healthy living model for children in their communities to:

- ✚ Create awareness of healthy living to children ages 4 – 17.
- ✚ Educate parents and children on how to address and correct unhealthy lifestyles.
- ✚ Reward fitness and nutrition in exchange for sedentary behaviors.



Why creative leisure children drop out of organized sports

- Stress due to high pressure on winning
- Not enough emphasis on good sportsmanship
- Want to play simply to experience the joy of the game

Parks' Emphasis

An evolving trend in children's sport participation involves less intimidating sports with park's emphasis in skill building vs. competition. The main objective is to promote lifetime fitness, build self-esteem, and form positive relationships while having fun.

- Sideline Sensibility teaches safety and fun in sports experiences. This Virginia Beach Parks & Recreation endeavor helped coaches and parents understand why children drop out of organized sports. A majority of kids and even their parents felt intimidated by gloating children/ parents who dominated the games.
- Bloomington Parks & Recreation, IN, has parents sign an agreement to be Good Spectators for their youth league programs.
- Kidnetics teaches sports skills in fun ways with no emphasis on competition or winning. Many skills related to sports such as bouncing, kicking or throwing a Frisbee, horseshoe, or beanbag teach kids basic skills underlying many sports.



YOUTH SPORT PARTICIPATION STATISTICS

Recreational Bicycling	52+days per year	10,695,000
Recreational Swimming	52+days per year	7,649,000
Recreational Walking	52+days per year	4,481,000
Running/Jogging	100+days per year	3,368,000
Stretching	100+days per year	3,031,000

Once children are ready to move to the next level, many park districts provide sport camps, clinics and workshops to further enhance team building, confidence, and self-esteem.

Leisure sports gaining popularity for creative leisure type children:

- Junior Golf
- Disc Golf
- Kickball
- Field Hockey
- Bocce
- Wiffle Ball

Creative Leisure Adult Fitness

Gentler fitness trends and user-friendly equipment are vibrant growth categories. Since 1998, the top growth activities according to the 16th annual Superstudy of Sports Participation – Jan, 2003 by American Sports Data, Inc. have been in the Female and Older Adult Markets.

- Elliptical Motion Trainers: up 177% over the 1998 benchmark of 3.9 million.
- Recumbent Cycling: 10.2 million participants; increase of 51% from 1998.
- Treadmill Exercise: 43.4 million participants in 2002 marks 15 years of uninterrupted growth since the measurement of 4.4 million in 1987. 59% of participants are female; 38% are over the age of 45.
- Yoga and Tai Chi: Participation increase of 95% from 1998 – 2002 claiming 11.1 million - 83% were female. Hatha Yoga is the most common.
- Pilates: 92% increase over the 2001 measurement of 2.4 million. Although over 90 years old, Pilates is one of today's hottest workouts of stretching and strengthening exercises.



- Strength Training: Largest gains among women and older adults; women now constitute 47% of strength trainers.
- Exercise Stability Ball: This new workouts' roots are in rehabilitation.
- Combination of Yoga, Pilates, and Stability Balls in one workout.
- Zumba: An aerobic workout combining dance and fitness, choreographed with Latin music.
- Roadside Calisthenics: Wile walking with hand weights, a variety of different moves work the upper and lower body. Pace increases as classes progress.
- Healing massage and spas are increasing. In 1990 there were about 46 spas; in 1998 there were about 350. Many pleasure seekers are integrating spa life into day-to-day activities. Resorts are picking up on this trend by providing spa facilities and programs for leisure and group guests. Some park districts are partnering with resort spas for special memberships – residents may use the spa amenities through their park district for a discounted rate.
- Themed Exercise rooms create an overall escape: wall color, flooring, foliage, lighting, etc. increase the effect; senses are indulged to create a soothing but exhilarating experience.

Creative Leisure Educational / Lifetime Arts

Lifelong learning is a philosophy used in creative leisure planning experiences to improve standards of basic skills, promote social cohesion, advance creative development by involving all segments of the community, incorporate cross-generational teaching, and cultures diversifying other cultures.

- Foreign Languages i.e., - Nuevos Amigos: interaction with Spanish speaking immigrants stimulated a greater understanding of cultures. Designed by Bloomington Parks & Recreation, IN.
- Nutrition / Cooking Classes
- Financial Literacy
- Success for All: High school students tutor elementary and junior high students
- International Card Games such as Mahjong
- Children's Art such as Young Rembrandts
- Future Architects: kids build house models out of donated scraps of virtually all kinds of stuff.
- Meet the Instruments: Designed by Bloomington Parks & Recreation, IN, local musicians brought in instruments, demonstrated how to play them, and allowed participants to practice on them.
- Kindermusik: Music and movement for preschoolers.
- Mad Scientists: “Young Astronauts”, “Going Buggy”, “Nature Notebooks” designed by Glen Ellyn Park District.



- Nature Notebooks: Incorporates fitness (trail walking), science (plant life/landscaping), and art (sketching) for all ages.
- Little Actors' Club: 3-5 year olds learn theater terms, drama, themes, music, costumes, props and playbills. Designed by Glen Ellyn Park District.
- Computertots: 3 year-olds to kindergartners. explore computer activities. Designed by Glen Ellyn Park District.
- Hip Hop Dance / Cultural Dance

Creative Family Festivals / Events

- Community Campout: Designed by the Deerfield Park District, IL, includes outdoor skills and games; trail walking with flashlights; campfire stories and snacks before sleeping in tents in the park.
- Family Fun Night in recreation center with “Funniest Home Videos” contest, indoor aquatics/sports/snacks/games.
- City Sleuths : Designed by City of Largo Parks & Recreation, FL, centered around detective activities i.e., the Waste Water Treatment Plant to find evidence of pollution and cleanup, then to the library to learn “how to dust for fingerprints” then to the lab at the police station to talk to a forensic specialist.
- Ugly Fashion Show: Ugliest fashions from different eras, proms, weddings, etc. Great way to clean out closets. Fashion gift certificates awarded for the ugliest outfit in each category.
- Polar Express Holiday Train Ride: Designed by the Arlington Heights Park District, I, participants rode the train with the Polar Express book read aloud and picked up Santa along the way.
- Mardi Paws: Designed by City of Dunedin Rec. Division, FL, pets wore costumes for a Mardi Gras parade held in a dog park.
- Doggie Dip: Last day of pool season, owners bring their dogs to swim in community pools b/4 closing.
- Book Swap:. Drop off books during the week and receive a ticket for each book; on Saturday, exchange tickets for different books.
- Sports Day: Introduces young kids to a variety of sports. Local sports mascot plays silly games with the kids. Refreshment and healthy snacks.
- Space Carnival: Moonbounce, star show, create an alien lab, Saturn ring toss with prizes, space maze, Star Wars movie projected on the wall, and special guest “star” Darth Vader hands out balloons.
- Cinderella’s Ball: Designed by City of Westerville, OH, this Daddy / Daughter Valentine’s Dance included a glass slipper ice sculpture, desserts, carriage rides, photos and dancing.



Creative Farms/Museums

- Historical Exhibits, Interactive Tours
- Adopt a Plot (planting/tending/harvesting)
- Ice Cream Socials
- Historic Crafts/Games/Demonstrations
- Farm Survival Package: Couples, families or groups experience hands-on farming that includes planting, tending and harvesting of crops; feeding and taking care of animals; and other various working farm chores. Reward for enduring the weekend.
- Corporate Farm Survival: Eco-adventure programs providing exhilarating team building exercises for corporate groups.
- Barn Rentals: Quilt shows, antique shows, craft fairs, themed parties, corporate picnics and country weddings.
- Farmhouse Breakfast with the Bunny: Easter Egg Hunt and petting farm of springtime baby animals.
- Fourth of July Picnic: BBQ, homemade ice cream, fireworks, square dancing in the barn.
- Haunted Farm: Haunted barn and trail, pumpkin carving, hayride.
- Harvest Dance: Adults and seniors enjoy a mystery to solve, dinner, and dancing.
- Farmhouse Christmas: Old fashioned Santa, photos, gingerbread house decorating with Mrs. Clause.



Year	Male	Female
1900	48.2	51.1
1940	60.8	65.2
1950	65.6	71.1
1960	66.6	73.3
1970	67.1	74.7
1980	70.0	77.4
1990	71.8	78.8
2000	74.3	79.7

Creative Senior Programming

Lifetime expectancy is up 30 years since 1900. The older adult market spans some four generations from the Depression Era 1900-1939, Silent Gens 1940-1945, Mature Boomers 1946-1958, to Young Boomers 1951-1957. These age groups are willing, enthusiastic participants in wellness programming and other recreational opportunities. As people age, they tend to explore and appreciate art and cultural activities; however, it is important to schedule programs that are age specific and offer structure as one size does not fit all for this vast age group that encompasses people from 55 to 85+. This diverse group includes seniors who are still working with children in college while others are focusing on retiring and health.

- Elegant Dances and Dinners
- Acting / Plays



Oregon Park District

- Wellness Fairs
- Lunch and Movies
- Painting/Photography/Gardening
- Senior Center in AM, Teen Center in PM
- Senior Planners for Trips/Programs (many interested in places other than casinos!)
- Senior Sports such as Older Adult Basketball: lower net.
- Driver Safety Classes
- Senior Chair Fitness
- Red Hat Clubs
- Senior Cyber-Net: Designed by Bloomington Parks & Recreation, IN, this computer lab was completed, created and organized by seniors. They sought donations to purchase equipment to create the lab.
- Senior Games Day: Designed by the City of Sharonville, participants compete in sport events with prizes followed by a healthy lunch after the competition.
- Spa Day: Designed by the City of Richmond Heights includes hot tub, steam room, massage, makeovers and lunch to promote health, well-being and happiness.
- USO Canteen Party: Designed by Bloomington Parks & Recreation, IN, participants wore service uniforms and fashions from the 1940s. Music from the era and refreshments celebrated Veterans' Day.

Adventure Leisure

Adventure leisure people like to escape the ordinary. They are sociable and push themselves to the limit and beyond. They crave excitement, the unusual, and the new. They prefer leisure to be demanding and competitive. Bragging rights are part of the experience.

YOUTH SPORT PARTICIPATION STATISTICS

Basketball	25+days per year	11,107,000
In-line Skating	25+days per year	10,695,000
Soccer	25+days per year	7,679,000
Baseball	25+days per year	4,751,000
Calisthenics	100+days per year	3,448,000
Touch Football	25+days per year	2,901,000
Softball	25+days per year	2,785,000
Volleyball	25+days per year	2,730,000
Skateboarding	52+days per year	2,440,000

Adventure Leisure Sports gaining in popularity

- Dodgeball
- Junior Racquetball
- Indoor Roller Hockey
- Lacrosse
- Rugby
- Inline Skating

X-Treme Sports

- Taking sports to a higher level of action
- Typically males ages 12-24
- Promotional push
 - ✓ ESPN X Games
 - ✓ NBC Sports Gravity Games
 - ✓ 2002 Winter Olympics alternative sports (snowboarding and freestyle skiing)

- ✓ Sponsors: Mountain Dew, Marine Corps, Taco Bell, Motorola, AT & T, Pontiac, PlayStation 2, Universal Pictures, Right Guard Xtreme

Adventure leisure sports participation as reported by *Street & Smith's Sports Business Journal* (based on 1998 Sales):

ADVENTURE PARTICIPATION	Stunt/cycle-cross/BMX/ freestyle bike riding	8 million participants	LEISURE SPORTS
	Skateboarding:	7.2 million participants	
	Snowboarding:	5.5 million participants	
	Wakeboarding:	2.3 million participants	
	Rock Climbing	2 million participants	
	Surfing:	1.75 million participants	
	Aggressive In-line Skating	32 million participants	
	Mountain biking	8.6 million participants	
	Whitewater open canoeing/kayaking	17.1 million participants	

Parks' Response to Adventure Leisure

- Skateboard Parks
- Rock Climbing Walls
- Canoeing/Kayaking Lessons (indoor/outdoor pools)
- Biking Trails
- Waterparks with exciting features such as Flow Rider (surfing mechanism) and large waterslides such as Swirl Slides, tube slides, and corkscrew slides.



Adventure Leisure Adult Fitness Trends

- Spinning: Still popular, however, a decline of 10% since 1998, registered 6.1 million participants in 2002.
- Personal Trainers: 6 million people paid for a personal trainer in 2002 – up 50% from 1998.
- Power Yoga: More intense version.
- Boot Camp: Fast-paced, military-style interval-training that incorporates calisthenics such as jumping jacks, pushups, running in place, football-style drills and lots of yelling.
- Platoon Fitness: They come to your center for a high impact, aggressive workout regime. platoonfitness.com
- Treadmill Exercise: (Depending on intensity) 43.4 million participants in 2002 marks 15 years of uninterrupted growth since the measurement of 4.4 million in 1987. 59% of participants are female; 38% are over the age of 45.
- Strength Training: (Depending on intensity) Largest gains among women and older adults; women now constitute 47% of strength trainers.

Adventure Leisure Teens

- Youth Empowerment: Designed by the City of Rochester, NY, initiated by the mayor to involve teens in decision-making and community; work in recreation volunteerism, renovation, and revitalization of parks.
- Project LEED: Designed by the Dublin Recreation Services, OH, teens introduced to young adults involved in leadership roles in businesses and the community to build work ethic, foster relationships, self-esteem, and career outlook.
- Barracks Bash: Introduction to Platoon Fitness, Boot Camp, and Navy Seals. Veterans of those classes on-hand to speak about the importance of fitness. Energized music empowers the experience.
- Performance Training: Personal training for the purpose of improved athletic performance.



Aquatics

Water addresses the needs of both Creative and Adventure Leisure seekers. It can be thrills, spills and competition or relaxing, therapeutic and healing for a lifetime of activity. Recreational, competitive, or therapeutic – pools provide hours of enjoyment, fitness and wellness for its stimulating and healing abilities. Water has beneficial opportunities for physical activity that need not be strenuous or very time-consuming. Water is gentle on the body, has a resistance 12 times stronger than air, and engages the entire muscle system and the mind. Deep pools, shallow leisure water, and therapy pools are all important to accommodate participants. Children and adults love splashing,



floating and diving, the elderly maintain joint strength and mobility, delaying the onset of limitations and loss of independence, ADA populations can enjoy free movement in aquatic programs.



Community outdoor waterparks include leisure pools, competition pools and attractions. Indoor Aquatic Centers include leisure pools, attractions, competition pools, spas, and therapy waters. **The Sporting Goods Manufacturers Association** surveyed a national sampling of households to identify participation levels in a variety of sports activities. Recreational swimming was the sport of choice at 94.0 million in the year 2000.

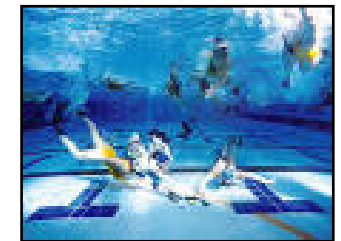
PARTICIPATION LEVELS
Swimming Overall Sport of Choice in Comparison to Other Sports

1.Swimming	94.0 million
2.Walking	82.6 million
3.Bicycling	53.0 million
4.Free Weights	44.5 million
5.Treadmill Exercise	40.8 million
6.Basketball	37.6 million
7.Billiards/Pool	37.5 million
8.Stretching	36.4 million
9.Fitness Walking	36.2 million
10.Running/Jogging	33.7 million
11.Golf	30.4 million
12.Stationary Cycling	28.8 million
13.Calisthenics	27.8 million
14.Weight/Resistance Machines	25.2 million
15.Volleyball	18.4 million
16.Abdominal Machine/Device	18.1 million
17.Soccer	17.7 million
18.Softball (regular)	17.6 million
19.Ice Skating	17.5 million
20.Tennis	16.6 million
21.Stair-Climbing Machine Exercise	15.8 million

Water Fitness Trends

Depending on whether an individual is a creative or adventure leisure seeker, aquatic programming accommodates both, usually with beginner lessons that graduate to higher levels of intensity and skill.

- **Walking and Jogging in Shallow and Deep Water:** 30 minutes of aqua jogging is equal to 80 minutes of jogging on land (www.waterart.org). Many people like to walk/jog against the current in current channels and lazy rivers.
- **Finning:** Requires training fins (flippers) and utilizes lanes of a pool. The kicking and pulling enhance conditioning and toning.
- **The Liquid Gym:** An aqua training workout that can be as intense as desired.
- **Navy Seals:** Much like The Liquid Gym, but geared for younger swimmers.
- **Water Yoga:** Warm water, as in a therapy pool, enhances the affects of asanas (stretching poses) to relax muscles and increase range of motion and balance. Pan flute music and dim lights deepen the experience. yogaafloat.com.
- **Water Aerobics:** Remains one of the fastest growing segments of the adult fitness industry. Fat is burned at a higher percentage than land aerobics. Workout music websites are popular such as workoutmusic.com.
- **Water Weight Workouts:** A workout with foam water weights or waterproof plastic weights in the water.
- **Deep H2O Training:** A muscular endurance workout in deep water.
- **Basic Training and Boot Camp:** amphibious program incorporates land and water fitness to add variety to training regimens.
- **Scuba and Snorkeling** is growing as these lessons typically start in pools. Scuba Rangers for kids (8-12) teaches snorkeling and scuba diving skills while using underwater flashlights, navigation compasses and underwater photography.
- **Underwater Hockey:** fast moving “no contact” sport played on the bottom of a pool by two teams of six. Players wear fins, mask, snorkel, a protective glove and headgear. The stick is short, approximately 1 foot long, the puck is around 3 lb., and the goal is 9’ long. Scoring depends on teamwork as players get breaths. Games are two 15-minute halves, and can have up to 4 substitutes who can enter on the fly.
- **Triathlons** are increasing with aquatics playing a major role in competitions.
- **Kayak and Canoe Clubs** are growing due to the popularity of Extreme Sports.



Water Wellness

Aquatic therapy provides rehabilitation for adventure leisure seekers or anyone who has undergone surgery or suffers from physical ramifications. Warm water may increase the dynamics of blood pressure, blood and lymph circulation, and decreasing swelling in skin and other tissues. Aquatic therapy involves exercise and motion in the presence of an aquatic therapist. According to *Physicians and Sports Medicine*, water exercise programs have multiplied in health clubs, pain clinics, and hospitals.



- **Injured Athletes:** Athletic trainers and sports medicine physicians are prescribing Hydro Therapy (rehabilitation performed in water) as rehabilitative/preventive fitness.
- **Post Operative Patients and Disabled (permanent and temporary):** Gaining impact for physical ramifications (spinal dysfunctions, post-operative muscle toning, injuries and arthritis).
- **Arthritis Sufferers:** The Arthritis Foundation certifies instructors to teach arthritis aquatics such as Rusty Hinges and Joint Effort.
- **Diabetics:** Though still in the theoretical stages, studies suggest that water exercise and therapy, when applied to diabetics as a regular program, can reduce diabetes symptoms and assist insulin level management.
- **Pregnant Women:** Enjoy the soothing affects of the low resistance of water exercise.
- **Aging Baby Boomers:** Some 70 million strong invented the fitness movement and show no sign of abandoning it as they age.

SECTION 8: *BENCHMARKING*

Benchmarking is a highly respected practice in the parks and recreation field that looks outward to measure the scope of operations of selected peer agencies against the goals of the Oregon Park District. Just as area competitors are evaluated to clarify current position and to identify growth opportunities through gaps in the Oregon recreation market, benchmarking data can allow a direct comparison of current performance while assessing "potential" performance analysis. The purpose of this comparison is to communicate insight as to what other communities are providing their constituents in terms of parks and facilities with resources such as taxes, program revenues and other forms of funding.

Future goals and/or changes can be evaluated prior to implementing strategies by benchmarking with these agencies that may support efforts to improve products, services, and amenities. The benchmarking data that has been collected was voluntarily submitted to the Consultants and compared for the most recent twelve months. Regular tracking and measurement of benchmarking ought to be updated periodically by the agency for setting goals in the future.

Benchmarked Park & Recreation Districts in Illinois for the purpose of this study were selected by the Oregon Park District staff, with input from the Consultant that includes:

1. Canton
2. Dixon
3. Sterling
4. Geneseo

The following table reveals the benchmarked districts' demographic snapshots using the 2000 U.S. Census information for the park district.

**Table 14
BENCHMARKED PARK DISTRICTS' DEMOGRAPHIC SNAPSHOT**

Name of location:	Oregon	Canton	Dixon	Geneseo	Sterling
Population of location:	7000	14,888	15,000	11,000	17,500
Size of service area in square miles:	97			144	6

Agency Comparison

**Table 15
TOTAL ACRES per RESIDENT**

PARKS	Oregon		Canton		Dixon		Geneseo	
	# of parks	Total acres	# of Parks	Total acres	# of Parks	Total acres	# of parks	Total Acres
1 Mini-park					2	1	1	0.5
2 Neighborhood park	5	20	3	5.7	2	2	2	1.5
3 Greenways					2	90	2	FP
4 Community park	5	85	1	7.5	1	13	2	71
5 Large urban park			1	214.2			0	0
6 Natural resource areas	1	20	1	514.4	6	568	1	20
7 School-parks	1	2	1	1.8			3	30
8 Sports Complex			1	60			1	37
Soccer							2	0
Softball			1	12.2			2	0
Baseball			1	6			2	0
9 Special Use	5	9	1	88	3	493	1	8
10 Park trails (miles)	2.3		6				1	12
11 Connector Trails (miles)			0.75				1	2
12 On-street bikeways (miles)							1	5
13 All-terrain bike trails (miles)							0	0
14 Other			5	486.3		118	0	0
Totals # of Acres	total	136	16	1396.1	13	1285	22	187

**Table 16
Recreation Facilities**

RECREATION FACILITIES		Oregon	Canton	Dixon	Geneseo	Sterling
		How many	How many	How many	How many	How many
1 Sports (gamefields only, no practice)						
a	Baseball fields	3	1	1	4	3
b	Basketball courts	5	4	0	2	12 out
c	Football fields		2	0	1	1
d	Golf course (18 holes)				1	1
e	Golf course (9 holes)				2	
f	Driving range		1	1	1	1
g	Gymnasiums	5			2	1
h	Indoor climbing facilities					4 in
i	Indoor soccer					1
j	Indoor swimming pools	1			1	1
k	Indoor volleyball	5			3	22
l	Multi-purpose fields	2			2	2
m	Multi-purpose recreation courts				1	2 in
n	Outdoor swimming pools		1		1	1
o	Outdoor sand volleyball courts	2	1		1	2
p	Running tracks	1			1	1in/200m
q	Soccer fields				6	2
r	Softball diamonds	2	6	11	6	2
s	Tennis courts	4	4	9	7	4 in
t	Raquetball courts	2			2	7
u	Fitness Facilities	2			1	2
v	Other__ Hockey_____			1		2
	Hunting for Deer and Turkey			X		
	Farm Fields 118 acres			X		
	Horse Stables 490 Acres			2		
	Natural Areas 568 Acres			6		

**Table 17
RECREATION FACILITIES - Continued**

RECREATION	Oregon	Canton	Dixon	Geneseo	Sterling
Jogging/walking trails (total miles)	2.3	6		12	5
Nature trails (total miles)		0.75		14	1.5
Park Shelters/Picnic ramadas	12	7	14	10	7
Playgrounds	8	6	10	7	10
Recreation centers	2			1	
Neighborhood					
Community		2		1	
Regional					2
Family Water Recreation Parks		1			
Stadiums					
Special use facility (List use)	1	2		Movie	1 each
Skateboard park		1			1

**Table 18
RECREATION COST RECOVERY**

III. COST RECOVERY	Oregon	Geneseo		Sterling	
	Direct%	Direct%	Indirect%	Direct%	Indirect%
Adult athletic/sports programs	100	90	10	100%	70%
Youth athletic/sports programs	75	90	10	100%	70%
Youth recreation programs	75	90	10	100%	70%
Adult recreation programs	100	90	10	100%	70%
Senior recreation programs	75	75	25	100%	70%
Therapeutic recreation programs		90	10	100%	70%
Fitness/wellness programs	100	90	10	100%	70%
Cultural recreation programs	75	90	10	100%	70%
Special events	75	10	0	100%	50%
Swimming pools	50	100	0	15%	0%
Golf courses	N/A	100	0	100%	50%
After School Programs	75	0	0	100%	100%
Day Camps	75	0	0	100%	100%
Do you do departmental "chargebacks" ?	No	No	No		yes

**Table 19
COOPERATIVE USE OF FACILITIES**

USE OF FACILITIES	Oregon	Canton	Dixon	Geneseo	Sterling
Does your agency and school district cooperate in the usage of recreational facilities?	Yes	Yes	Yes/No	Yes	yes
Does your agency and school district cooperate in the development of recreational facilities?	Yes	Yes	No	No	no
Does your agency and school district cooperate in the maintenance of recreational facilities?	Yes	Yes	No	Yes	no
Does your agency and the school district have a written cooperative agreement? Please send a copy.	Yes	No	Not working	No	yes
Does your agency have cooperative arrangements with any special user groups?	Yes	Yes	No	Yes	yes
Does your agency have any Citizen Advisory Committees?	Yes	Yes	Yes	No	yes

**Table 20
AGENCY STAFFING**


ANNUAL BUDGET AND STAFFING		Oregon	Canton	Dixon	Geneseo	Sterling
How many staff do you have in the listed areas? Full-time						
1	Administration	5	4	1	4	7
2	Recreation programming	4	1		2	5
3	Facility maintenance	2		5	3	1
4	Parks Staff	2	3	1	2	7
5	Other				3	2
How many staff do you have in the listed areas? PT/ Permanent						
1	Administration	6		2	2	4
2	Recreation programming	15	1	1	2	1
3	Facility maintenance	2			3	4
4	Parks Staff	2			3	1
5	Other				3	
How many staff do you have in the listed areas? PT/Seasonal						
1	Administration				2	50
2	Recreation programming	24	75		26-100	145
3	Facility maintenance		3	2	2	10
4	Parks Staff	5	12		1	30
How many FTE staff do you have in the listed areas? Contractual						
2	Recreation programming	5				
3	Facility maintenance				1	
4	Parks staff				1	1
	Do you have established salary ranges and/or a wage scale for all positions?		No		Y	Y

**TABLE 21
AGENCY ANNUAL BUDGET**

AL BUDGET AND STAFFING	Oregon	Canton	Dixon	Geneseo	Sterling
How is your agency funded?					
Check all that apply.					
General fund	X	40%	x	x	x
Fees and Charges	X	7%	x	x	x
Other (i.e., impact fees)	X			x	x
Any facilities or programs operated as enterprise funds?	No	Yes	no	Yes	no
Total annual operating budget FY 2003	2,246,672	3.1 m	1 m	1.4m	4.7m
Total estimated fees and charges FY 2003	\$420,000	\$229,970	\$500,000	\$800,000	1.5m

One way to review the level of performance of the recreation department staff is to compare the revenues per capita that are generated from programs as reported by other agencies. With this comparison the Oregon Park District revenues per part-time and full-time recreation staff is very low as illustrated with the following data. Determination of economic productivity will be an important step toward increasing revenues generated by staff. This can be accomplished with a reduction in staff and an increased expectation in staff productivity.

Oregon= 19 FT Permanent PT, Ave \$22,105 PRE
 Geneseo= 4 FT Permanent PT, Ave \$125,000 PRE
 Sterling= 6 FT Permanent PT, Ave \$250,000 PRE
 Canton = 2 FT Permanent PT. Ave \$115,000 PRE



SECTION 9:

BEST PRACTICE

Best Practice is the process of identifying, understanding, and adapting outstanding business practices from other organizations to help establish reasonable benchmarks to improve performance. These studies demonstrate how top performing agencies accomplish a specific process in operations. Best Practice studies can take the form of research, surveys, interviews, and site visits. By identifying how others perform similar tasks, the Oregon Park District may gain insight and then use the processes incorporated by other agencies to improve shortcomings and close the gaps in serviceability to the recreation district consumer.

A balanced application of existing resources with the creation of strategies utilizes the best practice activities that work. The important consideration is to use the best practice of others to encourage operational efficiency, sound and effective financial practices, and the development of recreation opportunities to best serve the residents of Oregon in concert with their needs. Regular tracking and measurement updates of best practices are important for improving future performance.

Questions desired by the Oregon Park District were used to define any existing best practices utilized by other agencies. The consulting team examined what might be considered the best practice in the area of inquiry of agencies that appear to conduct the practice exceptionally well or who they look to for best practice activity. The agencies that were selected are agencies that are repeatedly mentioned in that process of inquiry. Several agencies were used to determine the best practice in a particular area of interest. Following is an analysis of best practices used in other parts of the state and in some cases country. Best practice analysis is provided in Horticulture, Athletic Field Maintenance, Customer Service, and Performance Measures. It will be important for the staff of the Oregon Park District to use this data to determine how the agency can use the resources it has available to begin to achieve the desired levels of a given practice using this data. The following report reflects the results of this study.

1. Athletic Field Maintenance

Organizations Considered

Anderson Park District, Anderson, Ohio; Roseville Parks and Recreation Department, Roseville, CA; Elmhurst Park District, Elmhurst, IL

1. *What are your management principles for turf care on athletic facilities?*

- There is a specific program for maintaining turf on district soccer fields (most are multi-purpose fields and overlap with baseball fields) as follows...
 - Fields are aerated at least 3 times annually (March, August, and October).
 - Fields are fertilized at least 3 times annually (May, August, October).
 - Fields are over-seeded at least 2 times annually (April, August).
- Policies and procedures are established regarding use of district fields. Specifically, policies pertaining to permits, group conduct, playing conditions, and criminal background checks for coaches are included in the Athletic Field Advisory Committee Bylaws.
- There is a program for maintaining turf on the district soccer and softball/baseball fields to meet desired turf coverage of 95%.
 - Fields are aerated 4 times annually - the extra time is in goals and along sidelines.
 - Fields are fertilized 4 times annually as needed two months apart (full, half, and quarter rates depending on need).
 - Fields are over seeded one time annually.
- Policy and procedure manual is used to regulate play. Due to the large number of fields, 24 soccer are able to keep 7 out of service each year for recovery.

2. *What watering methods and standards do you use to manage turf?*

- Underground irrigation systems have been installed or will be installed on all single-purpose soccer fields where such an installation is possible.
- Systems are in place on 2 fields at Berens Park (Grebin and Sledhill) and both regulation fields at Eldridge Park.
- The Eldridge system pumps water from Salt Creek for irrigation purposes.
- An underground system was installed at Golden Meadows Junior Field in 2002.
- There is one portable irrigating wheel that can be used on other fields as necessary.
- All 24 soccer fields are irrigated.
- Softball/ baseball complex (4 fields) is irrigated.
- 2 football fields are irrigated.

- Irrigation is only run when needed rather than on a regular schedule. No timing is applied
 - Typically use tall fescue or athletic turf mix, no rye
3. *What type of inspection program do you have in place to hold yourself accountable?*
- Athletic field safety checklist forms were implemented. Copy of form for all athletic fields
 - Mowing crews inspect fields daily. Trained of what to look for when mowing and to report findings daily such as bare spots and weeds.
 - Mowing crews are mature people who are retired with 6-11 years experience.
4. *Do you classify your fields by maintenance levels? If yes, please break out your standards for each level.*
- Soccer – 11 fields for games and practice
 - Soccer – 20 fields with turf maintenance, repair, aerate, fertilize, water, over seed.
 - Football – 1 field for practice and 1 field for maintenance.
 - Baseball and Softball- 24 fields, re-grade and repair, drag, line and rake.
 - 50 field areas are all treated the same.
 - There are 18 soccer fields that are not used for practice, only games.
 - Don't use chemicals, only fertilizers.
5. *Break out the total budget allocation for the following: Turf, Infield surfaces, Supplies, Personnel, Equipment*
- Budget numbers for specific line items is difficult to break out. General athletic field budget summary is detailed below...
 - 1) General Fund:
 - Maintenance Wages \$90,000
 - Operations Wages 19,000
 - Contractual Services 2,500+ utilities
 - Repairs 13,367
 - Supplies 17,000
 - 2) Capital Fund:
 - Grounds supplies \$3,000
 - Building / System Supplies 8,900

- Baseball field Improvements 47,600
- Soccer field improvements 27,000
- 400 acres of athletic turf is managed
- 24 field complex soccer and lacrosse is 103 acres, cost is \$150,000 annually
- Remaining 297 acres costs \$433,000
- Total turf budget is \$583,000

6. *What training programs are made available to staff to improve or retain levels of quality?*

- The maintenance foreman responsible for athletic fields attends turf management programs. Other maintenance staff is offered the opportunity to attend the same training.
- All maintenance employees spraying pesticides become certified pesticide applicators.
- Maintenance employees spraying pesticides become certified pesticide applicators.
- All FT and PT staff are treated the same in terms of training so staff can multitask work.
- Ohio Turf Grass Training
- Safety, CPR, Blood Born Pathogens
- Equipment use training

7. *What levels of staff participate in the training programs?*

- Training is available to all levels - Director to Maintenance Workers.
- All FT and PT staff are treated the same in terms of training so staff can multitask work.

8. *How do you generate revenue to maintain your athletic fields?*

- Tax revenue covers majority of expenses.
- District charges use fee of \$10 per resident and \$15 per non-resident to athletic field user groups each season.
- Use fee generates approximately \$26,000 (baseball), \$17,600 (soccer), and \$1,800 (football).
- In another agency this is determined by the number of players per organization and the number of fields that are used in house by the park district.
- Total fields available less the fields used by the district
- Total open times of fields available divided by the open times. (Soccer can be rented by 1/2 field).

2. Performance Measures

Hoffman Estates Park District, Hoffman Estates, IL

Bolingbrook Park District, Bolingbrook, IL

Findings from this section of analysis that could be reviewed for consideration:

- Employee evaluations could be tied into participation, program evaluation, and customer service results
- Employ private sector performance benchmarks with all employees including front desk staff
- Program, retention rates in facilities, and program evaluations levels tied to payroll increases and incentive programs

1. *What areas of the organization participate in a performance measurement program?*

- All areas develop and track performance measures.

2. *What staff in the organization is responsible for performance measurement to determine skill, success, and assessment?*

- The Executive Director is responsible for the direction and contents of the overall measurement program.
- Each Department Head is responsible for creating and tracking measurements including those in the budget and the Board Quarterly Report.
- All staff evaluations are driven by performance as determined in work plans.
- Performance appraisals offer standards in program evaluations through surveys offered every three years and program participation rates. Each of these areas has a direct influence on the person's annual evaluation and pay increases.

3. *What elements of this performance measurement program sets it apart from others you have seen?*

- Measures are linked to the Strategic Plan priorities. Measures are tracked quarterly.
- Few public sector organizations have performance measurement in positions such as front-desk staff.
- Example: Club membership employees are paid only commission for selling corporate and individual fitness and pool memberships; and they receive no hourly wages.
- Managers are no longer responsible for selling memberships.
- Commissioned sales staff is responsible for conducting tours of facility, sales, and following up on inquiries.
- \$7.50 is paid if sale is closed within 30 days of inquiry.
- Staff wages tripled due to activity in membership sales.

4. *How do you quantify results in your performance measurement program? What are examples of standards you observe? How do you communicate them with others (board, staff, and community)?*

- The district quantifies results by creating or using existing tracking systems and reports. Examples of standards include measuring the number of Strategic Plan objectives that are met, program success rates, capital projects completed, trends in facility use rates, customer satisfaction levels, etc.
- Staff communicates the results to the Board via the Board's annual budget, Quarterly Management Report, and the Executive Director's weekly update report.
- The district communicates its standards to the community through its numerous publications. For example, the district's Annual Report and newsletters provide articles on the district's performance.
- Supervisors communicate performance through the employee performance evaluation process, distribution of Board communications (above), employee newsletters, and updates at staff meetings.
- Tracking occurs by measuring program participation rates, adoption of new programs that have a low level of interest.
- Summative surveys are used to track levels of satisfaction. The results directly affect pay schedules.
- Reports are completed monthly.
- Communications of these results are distributed through the brochure and facility reports.
- The results of the community-wide surveys are communicated with the community.
- Staff uses the information to determine future opportunities for programs.
- Supervisors communicate performance through the employee performance evaluation process.

5. *What principles do you use to determine what makes up the best practice in performance measurement?*

- Accurate information
- Useful, timely information
- Linked to Strategic Plan and Budget

6. *In terms of dollars, what is your level of investment in your performance measurement program?*

- Membership retention rates are tracked and have increased by 25% in the first year of this performance measurement program.

7. *How deep in the organization's employee structure does performance measurement apply? Do these systems only affect lead administrators or do they apply to other staff as well?*

- All employees are involved in tracking performance whether it is entering the data to calculate the measure, creating measures to track, or communicating the measures to the Board and staff.
- Employees are accountable for meeting performance levels that relate to their area of supervision.
- All employees are involved in performance measurement depending upon complexity and degree of responsibility.
- With program evaluations, all employees' performance and pay is influenced by benchmark satisfaction rating of 90%.

8. *Whom do you measure yourself against when measuring performance?*

- Park districts in Illinois have an extremely effective network in place, primarily through IPRA and PDRMA. There is considerable cooperation with other agencies. Information is shared willingly and passed around continually. We regularly compare our agency with other districts with similar populations and budgets.
- The district also measures itself against private enterprise when the information is available and private enterprise is seen as a competitor. For example, facilities track performance against private facilities and recreation tracks its performance of its pre-schools against public and private providers.
- Other park districts, the private sector when possible and when available.

3. Horticulture

Coralville Parks and Recreation, Coralville, IA

The Elmhurst Park District has an extraordinary horticulture program. Both Elmhurst and Coralville, Iowa, have won the NRPA International Nations in Bloom Award.

1. *What are your management principles for turf care?*

- Aerate, fertilize, and overseed athletic field turf only.
- Apply pesticides in many of our more visible areas.
- Turf care-grass mowed when turf is 4 inches long; aeration not less than three times per year; no more than 1% weeds.
- Fertilizer: rates and times necessary to ensure an even supply of nutrients the entire year.
- Irrigation systems: sprinkler irrigation suggested; frequency of use follows rainfall, temperature and seasonal length of plant material.

- Pruning: frequency dictated primarily by species and variety of trees and shrubs.
- Floral plantings: two blooming cycles per year.
- Disease and insect control: preventive, corrective and integrated pest management.

2. *What are your landscape and flowers maintenance principles that you adhere to?*

- Maintain 72 floral beds each year.
- Grow many of our own flowers in our 3 growing greenhouses.
- Prepare beds each year by rotating, adding compost, and planting.
- Several of the larger beds are irrigated.
- Very little soil testing.
- Horticultural staff consists of 2 full-time and 6 seasonal employees.
- Staff is enhanced by many volunteers who trade hours for growing space in the agency owned polyhouse.
- Floral Plantings: Normally extensive or unusual floral plantings are part of the design. These may include ground level beds, planters or hanging baskets. Often multiple plantings are scheduled, usually at least two blooming cycles per year. Some designs may call for a more frequent rotation of bloom. Maximum care of watering, fertilizing, disease control, disbudding and weeding is necessary. Weeding flowers and shrubs is done a minimum of once per week. The desired standard is essentially weed-free.

3. *What watering methods and standards do you use to manage floral, trees and shrubs in park areas?*

- Underground irrigation systems in some of the larger beds, and quick-couplers in many others.
- Hand water many beds.
- A watering program for newly planted trees – using a water wagon and gator bags.
- Tree Watering: watering of the trees may need to be done every 3 weeks from June 1 on unless there has been 1” of a good soaking rain in that time. Watering will be done slow enough to soak the root zone. If it has not been a wet fall, trees will need to be watered once between October 15 and 30. All watering must be completed within 48 hours of request. A minimum requirement of a 750-gallon tank is necessary to complete this job. Watering will only be completed on request of the city.

4. *Does the City or District have a formalized, integrated pest management program? Has this been approved by your governing board?*

- Yes. Under our governance policies, Board approval is not needed for operating policies and procedures.

5. *What type of inspection program do you have in place to hold yourself or your contractors accountable?*

- A Maintenance Foreman who has responsibility for turf management monitors both contractual and in-house application of pesticides.
- In another instance, the Park Superintendent does it once per week.
- Many supervisors enjoy bike paths and inspect parks while riding on them.

6. *Do you classify your parks by maintenance levels? What are your standards for each level?*

- Try to maintain all active parks at the same level. Or,
- Level 1: Grass shall be maintained at 3 inches in the spring and fall and 3.5 inches in the summer. Grass is to be cut on a seven-day rotation with approximately 20 cycles throughout the growing season. This expectation does not mean however that 20 cycles is guaranteed. The number of cycles will be determined by the affects of Mother Nature.
- For parks and open space mowing: the mowing for these areas will be accepted in one of four ways. The decision will be for the department to do the mowing all year long, the department will have the vendor do the first two to three mows of the season, the vendor will do all the mows all year long or the vendor and the department will share mowing duties. This decision will be made when the contract is awarded. The department representative will contact the successful bidder and have 24 hours to begin the mowing cycle at the beginning of each growing season. All these areas must be mowed subsequently in 48 hours. All parks listed are level 1 mowing.
- Level 2-Grass shall be maintained at 4 inches in the spring and fall and five to six inches in the summer. Grass is to be cut on a 7 to 12 day rotation.
- Level 3-wildflower areas are to be maintained by mowing at no less than six inches in height and mowed material must be bagged and taken away from the project area. Mowing of these areas will take place approximately 6 times in the first year, four times the second year, and as needed the third year. The wildflower areas are in various years of establishment at present. The mowing will be requested each time with a 48-hour turn around.
- Level 4 – Creek area vegetation will be mowed to a height of 6 to 8 inches. The vegetation is a mixture of grasses and weeds as well as beginning woody material such as willows.

7. *What is your total Horticulture Management budget? How many staff members are dedicated to this function? Part and full-time*

- Budget is difficult to determine. Two FT horticulturists are employed by the district, and are assisted by 6 seasonal employees.
- Volunteers contribute approximately 733 hours annually to greenhouse operations, and 1,156 hours to prairie management.

Staff

- Full-time Horticulturists 71,979
- Staff Benefits 25,192
- Part-time Staff Wages 34,560

Coralville, IA

- \$336,000.00
- 7 full-time; 12-15 seasonal
- \$194,000.00 is for staff

8. *What is the cost per acre to manage your horticulture program?*

- \$229,279 / 200 acres intensively developed property = \$1,146.39 per acre

9. *What is the cost per square foot for flower space?*

- \$138.281/104,000 square feet of indoor/outdoor flower space = \$1.52 per square foot

10. *What sources of revenue support your horticulture programs? Does your horticulture program make a profit? What areas of the program produce a profit?*

- Horticulture program does not make a profit. We obtain revenue from taxes, donation tube in Conservatory, horticultural program revenue, sale of Tree memorials, and sale of brick pavers.

11. *How many seasons of flowers do you offer the community?*

- Outdoor flowers from March through November. Conservatory is open year-round with a variety of floral displays.
- Conservatory flower shows in February, April, November, and December.

12. *Do you have your own growing and display facilities? What is the square footage of each facility? What facility amenities contribute to the success of the program?*

- 3 growing houses at approximately 3,000 SF. Conservatory at 1,200 SF.

13. *What horticulture /environmental education programs do you offer? Which have been the most successful?*

- Many horticultural programs each season.
- Specialize in program for children.
- Design and implement environmental exhibits for display in Conservatory twice annually.

- Community college horticulture classes held in cooperation with the city.
- Before and after school and summer camp programs offer horticulture and environmental education programs.

4. Customer Service

Organizations Considered

Roseville Parks and Recreation Department, Roseville, CA

Elk Grove Park District, Elk Grove Village, IL

Bolingbrook Park District, Bolingbrook, IL

The findings from this section of analysis that could be reviewed for future consideration:

- Review of the Malcolm Baldrige Criteria for quality customer service www.nqp@nist.gov
- Review Website <http://roseville.ca.us> for potential as a model for the Oregon Park District website in the future
- Review the Class software program for registration as the representatives of the company continuously conduct focus groups with current customers to aid them with the improvement of the product
- Review the concept of the employee customer relations teams, called Voice of the Customer teams in one agency to determine how the agency can heighten the level of customer contact by agency employees and representatives
- Employee evaluations could be tied into participation, program evaluation, and customer service results
- Program Success Rates tied to payroll increases and incentive programs
- Facility Use retention rates reflective of customer service effectiveness tied to employee incentive programs
- Consider looking at SERVQUAL strategies to determine gaps and providing service to fill the gaps

1. Principles for internal customer service.

- Provide internal training
- Provide budget for external training
- Provide staff with orientations
- Provide quality tools ~ computers, etc.
- Provide policies and procedures
- Provide flexible, friendly atmosphere
- Provide great benefits
- Provide competitive wages

- Adopted the Malcolm Baldrige Criteria for quality customer service in 1997

Customer and Market Knowledge

- 1. How do you determine or target customers, customer groups and/or market segments?
- 2. How do you listen and learn to determine key customer requirements and their relative importance/value to customers?
- 3. How do you keep your listening and learning methods current with business needs and direction?

Customer Relationships

- 1. How do you build relationships to acquire and satisfy customers to increase repeat business and positive referral?
- 2. How do you determine key customer contact requirements and how they vary for differing modes of access?
- 3. What is your customer complaint management process?
- 4. How do you keep your approaches to building relationships?

Customer Satisfaction Determination

- 1. How do you determine customer satisfaction and dissatisfaction?
- 2. How do you follow up with customers on products/services and transactions to receive prompt and actionable feedback?
- 3. How do you obtain and use information on your customers' satisfaction relative to customers' satisfaction with competitors?
- 4. How do you keep your approaches to determining satisfaction current with business needs and directions?

2. Principles for external customer service

- Provide opportunities for feedback including public meetings, surveys, comment and suggestion cards, and program evaluations
- Stick to mission of providing ‘lifetime enjoyment’ to the residents and visitors of the community
- Provide policies and procedures which provide standards for customer service
- Provide a timely response to inquiries and suggestions
- Provide customer service training to the employees
- Provide access to all to park district facilities, programs and services
- Provide accessible staff ready to address customer concerns
- Provide numerous resources to access information including:

- Website (24/7),
- The quarterly Brochure (added one to make planning for summer programs easier),
- Quarterly Update Newsletter,
- Annual Report,
- Targeted newsletters (i.e. Courts Plus, preschool programs, coaches, pool users)
- Adopted the Malcolm Baldrige Criteria for quality customer service in 1997 (see one)
- Quality resources for communicating with the community such as newsletters and brochures
- Continuous programs designed to gain information from the customer such as a Service Forum

3. *Elements you are extremely proud of in this area*

- Website
- Foster effective intergovernmental and agency partnerships
- Participatory strategic and park planning process (i.e., public meetings, surveys)
- Provide many opportunities for feedback
- Good employee orientation program
- Great flexibility for employees
- Great employee benefits
- Recipient of international, national and state awards (i.e., NRPA's Nations in Bloom, Healthy Community, Great Communicator awards)
- Positive feedback from survey work done by an outside source (92% approval rating)
- Comments heard outside the community about the positive levels of customer service
- Website <http://roseville.ca.us>
- <http://www.parks.elkgrove.org>
- Ability to register for programs via website, phone, mail, in person

4. *How do you use technology to provide the service?*

- Provide opportunities for feedback on website and to use the website as a source of up-to-date interactive information
- Use different forums to communicate to customers (including above and cable, electronic sign)

- Multi-stage registration process
- Use technology to enhance presentations
- Energy systems in facilities
- Check-in and identification at fitness facility
- Provide employees with computer access and the use of up-to-date computer programs (financial and registration system, CAD, City's GIS system)
- Technology to register for programs and understand the agency
- "Class" Registration software
- Have employee communication network
- Provide employees with computer access and the use of up-to-date computer programs (i.e., financial system, registration system)

5. *Forms of Technology*

Internal

- Internal computer communications, pagers, cell phone

External

- Computers (i.e., registration, past use history), Website, Fax machines, electronic sign, e-mail

6. *How do you measure quality?*

- Surveys (district-wide, program specific, employee)
- Internal performance measures
- Public meetings
- Employee evaluations
- Employee award program
- Program success rates
- Facility use rates
- Surveys (district-wide every two-three years, formative and summative program specific evaluations, employee)
- Survey annually in the enterprise areas

- Internal performance measures
- Public meetings
- Customer focus groups

7. *Financial investment to:*

Technology

- Technology: \$ Computer Systems is approximately \$ 268,470.
- Phones, fax machines and copiers.
- Website and Class registration software \$100,000
- Dedicated tech position and one registration position

Customer Service

- Consultants to benchmark service
- Phones, fax machines and copiers

8. *Staff to manage? What are their responsibilities?*

- Internal: Training ~ Human Resources Coordinator and each department
- External: Each department
- Voice of the Customer Teams
- Key requirement is to continually talk with the customer
- Dedicate meetings with an agenda that will focus on the customer

9. *Tracking Success*

Internal

- Evaluation forms, annual employee survey, full- and part-time focus groups
- Success is something that evolves over time. Difficult to measure in immediate returns. Like training to keep fit, the results of a dedicated comprehensive training program show dividends over time.
- Establish a corporate culture to approaching training
- Internal customer surveys
- Employee ratings of satisfaction level of department heads

External

- Scientific Attitude and Interest Survey (random sample of Elmhurst households),
- Program/facility specific surveys
- Program evaluations
- Comment and suggestion cards
- Focus groups
- Open forums
- Quarterly Strategic Plan progress report
- Membership Retention studies to determine why people have not renewed memberships
- Market penetration rates for program areas
- Registration history
- Satisfaction guaranteed policy reflects a number that is less

Strategies found from opportunities from community mining and gaps in the recreation market, tactics from benchmarking and best practice will now help focus on marketing methods and measurements of success. Once the system preparedness audit defines amenities, resources and processes, programming will take over the life of the district. Without programming, the amenities and resources may be vacant and processing needless. The ability to accurately measure the success of programming is critical to long-term profitability.

Programming

Cultivating Customers

Since programming is the core area that will attract new members and retain existing members, it is beneficial to consider programs in a different light. There are two programming concepts that contribute to the success of programming. These concepts are participant lifecycles and program lifecycles. Each is different and yet important to the long-term success of a district.

Participant Lifecycles

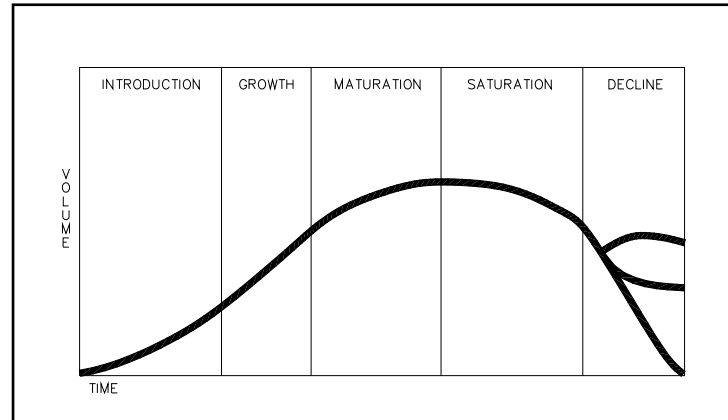
Participant lifecycle programming considers program opportunity for all ages in the family. The idea is to provide programming to all ages in a lifecycle. When programming is created to accommodate all ages, it gives residents the sense that they will always have opportunity in the facility regardless of age. By programming for the full life of a person we have theoretically “made a friend for life”.

Program Lifecycles

Program lifecycles look at two dimensions of the program. The first dimension is the attractiveness of the program to the patron. We begin to understand the level of interest in a program based on participation numbers over time. Programs experience stages of interest and use. Typically there is little interest in the *introduction* stage. As people become familiar with the program there is *growth* in participation. *Maturation* takes place when the participation limits are reached in the program. *Saturation* takes place when the program is full or at the peak of use yet participation begins to wane into the *decline* stage. Tracking use in a given program area is critical to managers to help them determine when interest is being lost in the program. Ideally, the best time to modify the program is when interest is at a peak rather than wait for the interest to start to wane. Modification helps to spark new interest for the participant before the decline begins to occur.

The second consideration for program lifecycles is providing like or similar programs in a given programming area to allow for progression to another skill level based on age and skill. It is positive to consider beginner, intermediate and advanced levels with all levels of age. The theory is that programs will lifecycle from one skill to the next based on a combination of competency and age.

Program Lifecycle Model



Program Assessment

Evaluation is our best measure of determining if we are meeting consumer needs in programs. Evaluation is important because organizations base new program design plans from input gained from the participant. The more the participant is satisfied, the more likely they will return for repeated activity. While program evaluation is a continuous process, it can formally take place during one or more of three occasions during the program activity.

We can measure *expectations* before a program begins, to determine what the participant expects to gain from the program. This becomes powerful when the programmer asks what they expect and the program delivers on those expectations.

We can make adjustments in a program when we give the participant the opportunity to provide feedback *midway* through a program. If the program is going the wrong direction or isn't meeting needs, the programmer can make adjustments to the program to respond to the needs of the participant.

Summative evaluations provide feedback when the program is completed and gives guidance as to how the program affected the participant and if improvements or adjustments need to be made for the next time the class is offered. While program evaluations cannot be conducted on all programs, it is important that a systematic process be initiated to gain valuable feedback from the customer.

Customers are an added source of innovative ideas when understanding needs. The patron is a valuable source of information about program activity. Information is garnered through interviews, focus groups, and in-class surveys as indicated earlier. The information that is generated can be used to determine current levels of satisfaction, program satisfaction and future needs. Getting to know customers, asking for feedback and being open to their observations and suggestions will help programmers build a network within the community, identify new customer groups, and verify that the message of each marketing campaign and program design is being successfully communicated. Valuing customers and their opinions gives them a sense of ownership and pride, a perfect combination for continued word-of-mouth promotion.

Marketing Methods

Communicating Programs

Effectively communicating program information to the potential program participant is critical to the success of the offerings. Program information must be consistent and directed to the correct audience. The most common way to communicate all of the elements of a program to the potential buyer is to consider who, what, when, where, why, and how for each description. If all of these questions are answered before the brochure is released, there is little chance for errors in effectively communicating program information to members and potential participant.

Communicating program information does not stop there though. Once the data is published, the best way to “sell” participation is to “tell it” by word of mouth. While this is the most difficult task when programming activity, it is most beneficial when the member or potential participant can see the passion in the staff that is promoting the activity.

Market Position

Market positioning is determining the best product/service niche and marketing strategy for the district. Designing programming based on a target market’s needs drives the type of programming offered. It is important to realize that multiple intended users and diverse age groups exist in every district; however, demographics convey the six sectors have unique densities than others and should be targeted whenever possible. Realized revenue potential exists when enhancing the experience of a program to meet the needs of that particular user group.

A comprehensive approach in creating strategies melds long-range projections of programming opportunities and proposed market niches with critically needed improvements in the experience itself.

Today, more than ever before, recreation users share a common phenomenon: sophistication with a growing appetite. With the advent of amenities and activities catering from prenatal to the eldest of our generations, residents scrutinize what other communities and private facilities have. From a recreational standpoint, differentiating and perfecting Oregon's programs is critical.

Once this is accomplished, the district will need to market and promote these services to the community. Achieving customer volume, satisfaction, and growth is necessary in generating the necessary projected operating revenue. To provide these crucial marketing and sales functions depends on available funds and the level of community awareness regarding quality programs.

Marketing efforts need to:

1. Determine user needs by listening to the community
2. Identify the potential user groups for those services
3. Perfect the experience by program assessment
4. Define the services provided by the district
5. Develop a clear message that explains how the district can fulfill those needs

While a great deal of the marketing efforts will be focused on bringing customers into the district's programs, defining a message and establishing the district's desired identity within the community is the first step in a successful marketing and promotion strategy. Oregon's identity needs to extend beyond its obvious function as a park provider. A broader mission that might be communicated is that the district helps "bring the community together in family oriented events and activities in pleasant environments." This focus will enhance the organization's visibility in the community to a broader constituency.

Creativity, initiative, networking and follow-through are important to generating revenue. There are several ways to create interest and participation, while at the same time promoting community involvement and improving opportunities for word-of-mouth exposure. For instance, many niche customers might be interested in specific program offerings, but may not learn of these services through general advertising campaigns.

For example, when leaving the hospital, new mothers sometimes receive a care package consisting of information and products relating to the care of their baby. Marketing efforts might capitalize on this strategy by including promotional coupons for "water babies" classes at the Johnston Recreation Center pool. Similarly, "newcomers" organizations are typically interested in embellishing their coupon packets to new residents with coupons or brochures about area facilities. Community meetings, gatherings and clubs (such as the 4H) are also great places to "spread the word" about programming. It will be important to diversify marketing strategies

to incorporate as many market opportunities as possible. Knowing age group desires and where to find them can be highly beneficial to the marketing mission.

Other opportunities for promotion include tourism bureaus and other community promoters. They need to be on regular mailing lists in order to keep them notified and updated with accurate information regarding programming and hours of operation. Defining niche groups and focusing specific promotional campaigns to those groups will help to produce more cost-effective results when promoting programs. A combination of general awareness advertising and specific target market campaigns is more effective than either approach is independently.

Media and Community Relations

Finally, local media outlets represent a valuable opportunity for publicity. Developing public relations contacts with local broadcast and print media, and submitting or suggesting articles on agency activities and services will allow the marketing efforts to reach a large cross section of the community at a low cost. Subjects of popular community interest—including issues involving education and accident prevention—are particularly well received by newspapers, as well as radio and television stations. The use of local celebrities such as sports and radio personalities can also help promote programs.

PHASE IV
CREATING THE PLAN

SECTION 10:
STRATEGIES, TACTICS

Creating the plan involves developing strategies to themes that emerged as a result of the discovery process in the following themes:

- Parks
- Facilities
- Programs
- Finance
- Personnel
- Partnerships/Relationships
- Customer Service/Marketing
- Policy Development
- Capital

To improve operations at the Oregon Park District, it was necessary to create strategies in each theme area. These strategies will be addressed during the course of the next three years by the agency board and staff. Once strategies were created, they were rated by the entire planning team to determine the level of priority to complete the strategy. After the strategies were prioritized they were assigned to the staff person responsible for completing the strategy. Strategies have been color coded for each theme area. To ensure that each strategy is completed, tactics will be created to provide a timeline as to when a strategy is to be completed. Tactics are not a part of this report.

Parks
Facilities
Programs
Finance
Personnel
Part. / Rel.
Cust. Serv.
Policy
Capital

One hundred strategies were created by the Board and Staff of the District. They were distributed as follows from the ratings by the participants. The highest rating a strategy could receive is 3.00. Ratings that were in the 2.00 and 3.00 range were rated as A priorities. B priorities were ratings between 1.80 and 1.99. C priorities were those strategies rated between 1.60 and 1.79. Any strategy rated less than 1.60 is considered as D priorities.

You will note there may be strategies that are outside the established range. Twelve strategies were moved. These strategies were negotiated by the staff to be moved, as they appeared to be a higher level of importance than the rating given by the agency. Staff voted unanimously to make these adjustments.

Table 22
Strategy Rating Scale

2 and over	1.80+	1.60 - 1.79	U - 1.60
A	B	C	D
25	35	20	20

Following is the Strategies with their ratings and status.

**Table 23:
A Strategies:**

	A Ratings	Rating
Facilities	4. Determine programs that will fill the available capacity in facilities to increase revenues and use.	2.54
Facilities	8. Review program opportunities to allow for use by the community through rentals such as family reunions, wedding receptions etc. recover costs and generate a profit	2.32
Cust. Serv.	6. Create and implement an interactive website for the district	2.31
Facilities	5. Identify and initiate a costing model for programs held in the facilities	2.20
Cust. Serv.	8. Create, communicate and implement a program of customer service that incorporates a positive attitude in our actions and practice	2.19
Finance	7. Prepare strategies to compensate for the potential reduction in funding from Excelon	2.18
Facilities	6. Explore and determine an ideal facility use schedule in the community centers to increase access to the facility by users.	2.18
Parks	10. Create a program where staff are cross trained to capably work in several positions	2.17
Cust. Serv.	4. Create and communicate standards for quality customer service by employees.	2.15
Programs	2. Standardize and provide programs that are well attended.	2.15
Cust. Serv.	1. Create media promotions through a high quality, current brochure	2.14
Cust. Serv.	7. Understand the age mix of the community and determine the program mix to meet their needs.	2.14
Cust. Serv.	2. Study, develop and implement a marketing plan for the district that will reflect the future marketing practices to be implemented of the Board and staff.	2.09

**Table 23:
A Strategies
Continued**

A Ratings		Rating
Personnel	4. Create areas among staff where cross training will serve as a benefit to the agency and employees.	2.08
Cust. Serv.	5. Determine standards for responding to communications received from the community (in person at the front desk, calls, and letters).	2.07
Finance	6. Develop strategies to accomplish creating a reserve account of up to \$1.5 million	2.07
Programs	4. Create a costing model that reflects the real costs for offering activities and allows pricing to reflect the recovery of those costs	2.05
Programs	3 Delete programs that regularly cause negative responses and experience cancellations	2.04
Cust. Serv.	11. Determine and implement strategies that will prompt the non-resident to use facilities and services.	2.03
Parks	4. Identify and initiate a park pavillion rental program to encourage cost recovery	2.03
Cust. Serv.	3. Create an image campaign that is consistent and communicates the desired customer service message of the district.	2.03
Facilities	3. Review maintenance and custodial program to develop a system of expectation for care, maintenance and cleanliness. Prepare a program for measurement.	2.00
Personnel	11. Conduct a staff study to understand the work effort that is required for each position to determine the number of staff required in each department Make staff adjustments resulting from that study.	1.81
Finance	1. Determine agency funding strategies.	1.79
Policy	10. Develop a Board Operations Policy.	1.35

**Table 24:
B Strategies**

	B Ratings	Rating
Parks	6. Create a park maintenance program based on desired levels of appearance as determined by staff and develop a plan to care for parks at those levels.	1.99
Programs	6. Design and implement special event programs using the parks and facilities as a backdrop to the event, ie, car shows and art shows with local artists	1.99
Part. / Rel.	3. Review existing agreement and determine methods to adjust these relationships, to improve standards of communication, to nurture relationships with organizations in the community ie City, Township, County, Library, Seniors.	1.97
Part. / Rel.	6. Create strategies that encourage the pursuit of alternative forms of funding such as corporate sponsorships, development of a foundation, and gaining access to grants.	1.96
Finance	5. Determine and implement costing methods to be used for programs and facilities (parties, rooms, pavilions, programs).	1.96
Finance	4. Determine strategies to increase market share related to fitness memberships	1.95
Facilities	1. Define desired level of maintenance and care for ball fields and pavillions and measure performance to those levels.	1.94
Facilities	7. Determine revenue strategy at Blackhawk to convert it to a revenue facility	1.93
Programs	11. Develop accelerated youth sports clinics that promote the fundamentals of the sport	1.93
Part. / Rel.	1 Determine ways to partner with the Senior Citizens Services	1.92
Programs	7. Determine ways to increase personal training in Nash	1.92

**Table 24:
B Strategies
Continued**

	B Ratings	Rating
Programs	9. Develop and implement programs that will attract use of parks and facilities by older populations such as sport and new skill development	1.92
Personnel	2. Create and implement Customer Service Training seminars for staff.	1.91
Programs	5. Determine methods for staff to keep informed of new developments in new programs for implementation in the district. Then create challenges to implement ideas that will work.	1.89
Policy	2. Develop a Personnel Policy that addresses the annual review of employees; employment and dismissal.	1.88
Programs	8. Develop programs for teens (think adventure).	1.87
Finance	2. Assign department heads the responsibility and accountability for the management of departmental budgets.	1.85
Programs	12. Develop school holiday programs for school aged children.	1.85
Part. / Rel.	2. Determine a strategy with the school district to increase use of the Blackhawk Center	1.84
Programs	10. Explore with the community the level of interest for travel programs. If interest exists, create programs that will meet the interest and	1.84
Policy	7. Develop a Revenue Policy that also addresses refunds, fees, and	1.84
Facilities	2. Determine a schedule and identify colors for freshening up facilities with paint	1.83
Policy	6. Conduct staff training on policies of the district once they have been redeveloped.	1.82

**Table 24:
B Strategies
Continued**

	B Ratings	Rating
Parks	5. Create and implement a consistent signage programs for parks and events	1.82
Parks	2. Create an inventory of capital equipment used by the parks staff to determine aschedule for replacement.	1.81
Capital	3. Develop a five year capital plan on equipment and vehicle replacement.	1.80
Programs	13. Identify and employ performance standards for program instructors.	1.80
Personnel	12. Create new job descriptions from the study conducted in item 11	1.77
Programs	1. Create an evaluation system to determine future program retention, distribution and diversity of types.	1.77
Personnel	1. Develop and implement evaluation process to encourage efforts to improve performance.	1.76
Programs	14. Create a customer feedback model through focus groups to help evaluate programs	1.75
Cust. Serv.	13. Determine and implement effective ways to communicate with the community the financial status of the agency.	1.66
Policy	8. Develop a policy that addresses the following areas: Risk Management. program use, park use, personnel, facility use, fees, Customer Service	1.65
Parks	8. Complete a study to inventory and document all assets that are located in the parks	1.43
Policy	9. Develop a Legislative Policy in Support of IAPD.	1.27

**Table 25
C Strategies**

	C Ratings	Rating
Capital	4. Create a spraypark for use with birthday parties	1.78
Capital	1. Determine potential and funding to connect Oregon parks with the State Parks with a bike trail	1.77
Policy	3. Review and amend current policies and procedures define the differences between policy and procedure. Consolidate policies into one document	1.77
Part. / Rel.	7. Develop a strategy to reposition the business community's view	1.75
Personnel	10. Determine and implement methods to measure the performance of employees .	1.72
Part. / Rel.	4. Establish ways to expand facility use with school district.	1.72
Cust. Serv.	12. Create a tourism model to increase the use of the Blackhawk Center (athletic events, expositions, auto shows)	1.70
Part. / Rel.	10. Establish relationships with local service clubs to increase the potential for contributions to the park district in community projects that also meet the mission of the club	1.68
Parks	3. Formalize a "rapid response" program to repair vandalized parks and facilities and broken equipment in a timely fashion.	1.67
Personnel	13. Initiate a consistent meeting schedule with staff to improve communications and decision making	1.67

**Table 25
C Strategies
Continued**

	C Ratings	Rating
Policy	1. Develop a Training Policy for Board and Staff to review the responsibilities of each	1.67
Cust. Serv.	9. Meet with the consumer on a quarterly basis to understand how services tools and communication with them can improve.	1.66
Personnel	8. Develop incentive programs that incorporate merit raises.	1.65
Finance	3. Communicate monthly departmental budget reports to staff and Board.	1.65
Capital	5. Resurface trails and parking areas	1.65
Personnel	15. Create a training program for community members who would like to be instructors to increase the potential for new programs and increase the pool of instructors	1.64
Personnel	16. Conduct a salary study for full and part time employees to determine equity of pay for the work the employee is responsible to complete.	1.64
Part. / Rel.	9. Establish a benefits partnership with a local employer to reduce costs for	1.63
Parks	1. Create a self guided nature tour of selected parks that identify trees and other forms of vegetation.	1.63
Policy	11. Develop a Policy on scholarships and assistance for people who cannot afford participation in programs	1.55

**Table 26
D Strategies**

D Ratings		Rating
Policy	4. Develop a Donations and Gifts Policy.	1.59
Finance	8. Create a method for communicating the financial condition of the park district to the community.	1.58
Programs	15. Engage in program brown bag brainstorm lunches with other park and recreation departments to foster program creativity	1.58
Personnel	5. Conduct staff training program to communicate contemporary management models	1.55
Capital	6. Create indoor tourism based programming space at Blackhawk ie soccer boards	1.55
Cust. Serv.	10. Create staff committee to create and implement a plan that will improve how the internal customer is addressed.	1.53
Parks	7. Determine level of vandalism/crime to determine need for park security. Work with the City of Oregon Police to improve as needed	1.52
Part. / Rel.	5. Determine if a relationship can be established with Jefferson School to allow for the ET program to be conducted at that location to reduce travel costs	1.51
Capital	7. Lightes for all ball fields	1.51
Part. / Rel.	8. Identify ways to develop closer relationships with state legislators	1.50

**Table 26
D Strategies
Continued**

	D Ratings	Rating
Personnel	7. Seek alternative ways of providing benefits to employees.	1.50
Parks	9. Determine cost and potential location of strategically placed perennial flower beds	1.50
Finance	9. Create a funding and management strategy to avoid interfund transfers with the idea that Funds be held accountable for operations within that fund	1.48
Personnel	3. Implement a schedule of sessions to review established Policies and Procedures.	1.47
Personnel	14. Explore the potential of hiring a Grant Writer and use the level of funding as a the form of pay (incentive is to base pay on productivity)	1.42
Personnel	9. Determine methods to measure the need/desire for Board and Staff Committees.	1.34
Capital	2. Install moveable backboards in the gyms to allow for use by younger players.	1.31
Capital	8. Refinish Nash gym floor	1.30
Policy	5. Develop a Cash-n-Lieu Policy for new housing developments	1.24
Personnel	6. Determine the need for staff uniforms and create a program that will meet that need.	1.21

PHASE V
COMMUNICATING THE PLAN



SECTION 12: COMMUNICATING THE PLAN

Staff Orientation Community Presentations

- **Staff Orientation:**
Orientation was used to introduce the major components of the new strategic plan for change. Team meetings will need to be held with the staff to answer questions about the changes that may affect their position. This time will also need to be used to discuss with the organization new directions and anticipated barriers to future success to the new plan. Solutions to these barriers can be incorporated into the Tactic development. Staff will also need to establish a process for communication of the progress that is made when implementing the planning process. This communication will include the procedure for written reports, the monthly meeting protocol, and the process that will be used to communicate the progress with the board. .
- **Community Presentations:**
Presentations were used to express to the community ideas and results of the plan and to garner opinions. The meetings included groups who participated in the formulation of the plan, and the community stakeholders.

SECTION 13:
APPENDIX
]

Lifetime Fitness Programs

Novice/ Beginner

Beginner Combo – 60 Minutes This class combines 15 minutes of low-impact aerobics with 15 minutes of step without any complex choreography.

Forever Fit - 60 Minutes Swing to some of your favorite old tunes and receives a low impact workout at the same time. Special considerations will be made for those with arthritis or joint difficulty.

Functional Strength Training - 60 Minutes This is a basic, easy-to-follow workout designed to improve posture and increase mobility & strength. Flexibility work included to enhance joint range of motion. Special considerations and modifications made for the active older adult.

FUNDamentals - 50 Minutes This is how you break into the group fitness scene. A class for the beginner providing an efficient and balanced class that includes a cardiovascular workout and muscle conditioning. This cross-training class is 25 minutes of various cardiovascular activities without complicated choreography and 25 minutes of a variety of resistance training at an introductory level.

Goin' Lo - 60 Minutes This creative and motivating low-impact class offers aerobics without complicated movements and complex choreography.

Intro to Cardio Kickboxing - 30, 45, or 60 Minutes This is an instructional class that teaches basic techniques to the member who wants to learn the basics of this class. Review of drills will be performed.

Intro to Cycle - 45 Minutes

Intro to Fitness Yoga - 60 minutes

Intro to Step - 60 Minutes Intro to Step is for the novice and is designed to teach basic choreography so that you may graduate to the next level.

Pilates I - 60 minutes The focus of this course is to familiarize participants with the Pilates matwork. This is the introductory level to exercise with thorough instruction of the Pilates principals and beginning level exercises. Essential exercises that target the core muscles of the abdomen and back will be presented. Preparatory exercises will build a base of strength and flexibility necessary to progress to a higher degree of body awareness.

Start Steppin' - 60 Minutes This is a class for the beginner and emphasizes basic stepping techniques.

Beginner/ Intermediate

Aqua - 60 Minutes The water provides an atmosphere of safe resistance for aerobic conditioning. This class is perfect for the fit, pregnant and/or joint-sensitive individual. You need not be a swimmer to participate.

Fitness Yoga I - 60 Minutes A non-purist yoga class specifically designed for the mainstream fitness industry. This class integrates body and mind for total performance featuring strength, conditioning and flexibility.

Pilates II - 60 minutes This level of instruction is for participants with an understanding of Pilates matwork and an appropriate strength level to move at a quicker pace. New essential and intermediate exercises will be added and previous material reviewed to refine technique, increase flexibility, improve endurance and deepen body awareness. At the conclusion of this series, the participant will feel comfortable with the essential mat workout.

Step it Up - 60 Minutes With a gradual build in choreography and intensity, this class was designed for the intermediate stepper.

Intermediate

50/50 - 60 minutes This cross-training class is 25 minutes of various cardiovascular activities and 25 minutes of a variety of resistance training.

Cardio Fitness - 60 Minutes Intermediate level hi/lo class filled with energy, enthusiasm and fun! This class offers both low impact and hi impact options.

Center of Attention - 60 Minutes A mind/body workout with technical instruction of exercise technique and body awareness. This challenging class offers a great opportunity for you to take your workout to the next level.

Double Step - 60 Minutes Designed for those who want a great workout with a variety of choreography. This class will 'double' your pleasure by using two steps, as demonstrated by the instructor of the class, adding a little twist to our 'Step It Up' class! .

Intermediate Combo - 60 Minutes Emphasize your cardio workout with two 15-minute segments. Enjoy the variety of this class and then balance it off with muscle conditioning, abs/low back and stretching.

Pilates III - 60 minutes This course introduces the intermediate level of Pilates matwork. The participant should be accomplished in the essential exercises and physically prepared for more challenging movement. Twenty-two new exercises will be presented to challenge your strength and coordination. Flexibility, control and body awareness will continue to improve. Upon completing this course, you will feel comfortable progressing to fast intermediate matwork.

Power Lo - 60 Minutes This is an intermediate class that will spare the joints while working the muscles. This class provides an intense workout without the stress of high impact and will also provide a more challenging workout than the "Goin' Lo" class.

Rockin' Baby - 45 minutes If you have a baby weighing 15 pounds or less, a perfect weighted workout awaits you. This innovative, low-impact workout with the step meets the special needs of the new mom and baby. Come sweat, tone, and cuddle in this class. You will need a front baby carrier (For newborns, facing

front. Once baby can hold up head, the facing out position is best). This workout conforms with the guidelines of the American College of Obstetrics and Gynecology.

The Mixx - 60 Minutes A totally-hyped mix of soulfully stimulating movements-high impact, low impact, power moves, funk jams, kickboxing, and athletic drills, the true cardio endurance test!

Intermediate/ Advanced

Aerostep - 60 Minutes Combine the step with aerobics and you come up with Aerostep. This class focuses on cardiovascular fitness using both the step and aerobics together. C

Aquafinamina - 60 Minutes Introduces you to the most innovative programming in the pool - Aquafins. The Aquafins are a multiple-purpose piece of equipment that will add variety, intensity, creativity and fun to the intermediate and advanced participant. In this one-hour class, you will develop the skills necessary to build a well-balanced cardio and strength-training workout.

Athletic Boot Camp - 60 Minutes The ultimate for the cross-trainer. We will challenge your agility, speed, strength and endurance. Various individual and/or group stations will take your training to a new dimension.

Athletic Circuit Training - 60 Minutes This class has 36 individual and different stations, providing a great cross-training workout. Stations include step, slide, boxing, jump rope, resist-a-ball, weights, tubing, power drills, low impact, high impact, push-ups, lunges and more.

Cardio Kickboxing - 60 Minutes Develop new skills while discovering strength and attitude. This is an intense cardiovascular workout with controlled jabs, punches, blocks, aggressive kicks, boxing drills and easy-to-follow combinations. If you are motivated by that infamous infomercial (Tae bo), you will LOVE this class!

Cardio Paddle - 60 minutes This kickboxing class will incorporate kickboxing sequences with high intensity isolation kicking and punching drills using “clapper” target equipment. It is the use of the targets that take this “cardio kickboxing” class to the next level.

Cardio Resistance Training - 60 Minutes Increase your aerobic capacity and muscle and strength endurance in this circuit class. Class may consist of doing three minutes of cardiovascular movements (hi/low, kickboxing, or step) alternated with one-minute of resistance work.

Fitness Yoga II - 60 minutes A non-purist yoga class specifically designed for the mainstream fitness industry. This class integrates body and mind for total performance featuring strength, conditioning and flexibility. This class may include inversion moves.

Interval Step - 60 Minutes Increase your aerobic capacity and push yourself over your fitness plateau in this athletic-based class. This class is easy-to-follow,

yet challenging, with less choreography that use step movements. Class will consist of gradual progression of intensity intervals followed by recovery periods.

Kickbox Circuit - 60 Minutes This technique-based circuit class is designed to promote skill and body position development. Realistic movements and drill work will be performed to challenge you in another non-traditional group fitness way.

Med Ball Training - 30-45 Minutes This class will be a fast-moving 30-minute muscular toning and endurance class using Medicine Balls exclusively to train the upper and lower body. The class is then topped off with intense ab and low-back work, again using the Medicine Ball.

Pow! - 60 Minutes POW! by Powerstrike is the next generation of group fitness kickboxing incorporating freestanding heavy bags. Members will strike a heavy bag using crosses, jabs, and roundhouse kicks. This is an intense, result-producing class, which sculpts the entire body while also challenging the cardiovascular system!

Power Stretch - 60 Minutes A total body workout that involves moving your joints through a range of motion with controlled and concentrated effort. This class increases body awareness. You will finish relaxed and rejuvenated. Instructor may incorporate some techniques based on Yoga, Pilates, Tai Chi, or any combination thereof.

Sport-Kick & CORE - 90 Minutes Train smart and successfully for that high-performance body in this 90-minute class. Stronger abs & back will enhance any athletic or fitness program, so take your kickboxing skills to another level and build your center of POWER!

The Jam - 90 Minutes Work out with two instructors in this energy-filled class that includes 25 minutes of floor aerobics and 25 minutes of stepping. Finish with a challenging upper and lower body workout.

Triple Cardio Challenge - 60 Minutes Involves three forms of cardiovascular conditioning segments, all within one high-energy and intense workout. Various pieces of equipment may be used including the step, bike, slide, jump rope and/or weights and tubing.

Vinvasa Yoga - 60 Minutes This high energy, athletic style connects breath and movement in a continuous flow that expands upon the base of Ashtanga Yoga (POWER Yoga). If you don't think that yoga can be challenging, you must try this class!

Water Circuit - 75 Minutes Discover an invigorating and energetic aqua aerobics class that will attract men to the water. The combination of aqua aerobics and strength training with the latest aquatic equipment will have you experiencing a total body workout. Circuit training principles, aqua physics, and mechanics of aquatic equipment will be discussed.

Advanced

Advanced Combo - 60 Minutes Combine the best of both worlds; two forms of high-intensity cardio - guaranteed to make you sweat!

Aqua Challenge - 60 Minutes Provides an intense workout with little stress to your joints and challenges your body and mind by combining advanced choreography, interval training and plyometrics.

Box and Bike - 60 Minutes This circuit-style class incorporates cardio kickboxing, boxing and studio cycle.

Cardio Funk - 60 Minutes Don't miss this crazy, cool, cardio jam! The class will be broken down with the hippest moves and all the hottest jams with a totally-hyped mix of soulfully stimulating movements-high impact, low impact, power moves, funk jams and athletic drills, the true cardio endurance test!

Cardio Kickboxing Extreme - 60 Minutes Goes a step beyond Cardio Kickboxing. Improve your speed, coordination, agility and balance while getting a great cardiovascular workout. Punches, kicks, speed and agility drills and choreography are combined to keep you moving. .

Cycle Extreme - 60 Minutes Take your ride to the next level. Cycle Extreme will have the same components as Studio Cycle, but is taught with the advanced cyclist in mind.

HI NRG - 60 Minutes This challenging hi/lo workout is packed with energy, enthusiasm and intensity. If you love traditional floor aerobics, this class is for you.

Hydro Training - 60 Minutes Takes an athletic approach to aqua aerobics with sports-specific drills, intense cardiovascular work, intervals and plyometrics. This class is designed with no complex choreography, but is intense and highly productive in terms of cardiovascular conditioning, strengthening and toning the major muscle groups. NOTE: 45 min w/o abs – 60 min w/abs

Jump-Fit - 30 Minutes This high-calorie burning and challenging jump rope class is designed to improve your endurance, coordination, rhythm, agility and total body awareness. A combination of jump rope drills and specific sport drills will be followed by strong abdominal and low-back work.

Jump-Fit Extreme - 60 Minutes This high-calorie burning and challenging jump rope class is designed to improve your endurance, coordination, rhythm, agility and total body awareness. A combination of jump rope drills and specific sport drills will be followed by strong abdominal and low-back work.

Multi-Step - 60 minutes This class is for the advanced stepper who wants to go beyond the limits of Step Survival. You will “step” on not one step, but three or more! This class will increase your intensity and your aerobic capacity while emphasizing fun and unique choreography.

Pilates IV - 60 minutes This workout is for the student who has learned the essential and intermediate repertoire of Pilates exercises and can work with individual physical limitations, making appropriate modifications as necessary. A review of all previous material with quicker pace to challenge what has already been accomplished, plus clarifying technique and gaining strength, flexibility, and endurance are the objectives at this level.

Quadathon - 90 minutes Class may use studio 1 & 2. This is an advanced level workout with four instructors. This class is packed with energy, creativity and variety from the teamwork of four skilled instructors designing your workout. You are guaranteed to get a cardio challenge as well as muscular endurance/strength and flexibility. If you think one instructor is motivating, TRY FOUR!

Splash Act - 60 Minutes This is an advanced class that is performed in water at least seven feet deep. The class alternates between cardiovascular training using primarily the lower body and conditioning that focuses on the upper body. Participants will use aqua gloves and dumbbells to assist and enhance the workout. Participants must feel comfortable in deep water.

Step Survival - 60 Minutes This step class will push you to your limits and beyond. This class is designed with the step enthusiast in mind.

Step Survival + - 75 Minutes This step class will challenge your cardiovascular endurance with a greater emphasis on muscular conditioning and/or cardio conditioning.

Aqua Stretch - 45 Minutes This is an active stretching class that takes place in the water. Emphasis is placed on stretching each muscle group through range-of-motion to increase flexibility.

Ashtanga Condensed Yoga - 60 Minutes Ashtanga's unique combination of movement and breathing create a high-energy workout! Postures build strength, open tight joints and promote flexibility (a short form of POWER Yoga).

Basic Training - 60 Minutes This is a simple, easy-to-follow, yet demanding class that not only tones every major body part, but will also get your heart rate going! Equipment options for this class may include: the step, hand-held weights and/or tubing, bands or bars used with controlled and slow movements to tone and strengthen. As the members will attest, one try and you're hooked!

Biathlon - 60 minutes Combines the efficient training benefits of two very popular fitness activities - running/walking and cycling. Feel free to join us and modify the class to your fitness level!

Busy Bees Bootcamp - 60 Minutes This is a class for boys and girls ages 3-5. Children will further their development of locomotion and movement skills, as well as stability and manipulation, in this class. Busy Bees Bootcamp will introduce agility, speed, strength and endurance while improving motor skills and the ability to meet the demands of daily physical activity.

CORE Training - 30,45, or 60 Minutes Improve total body strength, endurance, balance, coordination and joint flexibility while focusing on developing your "core" muscles, specifically abdominal and lower back muscles. Movements are performed slowly, isometrically and with isolation to provide overall effectiveness and improve functional strength. Various pieces of equipment may be used.

Cycle Sculpt - 60 Minutes You will get the best of both worlds with this innovative combination of cardio and strength work. You will enjoy a 35-40 minute ride followed by upper body conditioning. This class will conclude with low back and ab work and a cool down stretch.

Cycle Sport Circuit - 75 Minutes Challenging class for the participants using cycle, plyometrics and resistance training.

Deep Water - 60 Minutes Let us take you to the deepest parts of water fitness training. This challenging class incorporates high-intensity, non-impacting strength and cardiovascular movements that will give you one of the best forms of exercise. Participants must feel comfortable in deep water.

Duathalon - 60 minutes Combines the efficient training benefits of two very popular fitness activities - run/walk and cycling. Feel free to join us and modify the class to your fitness level!

Endurance Challenge - 90 or 120 Minute Format Join the pack and embrace the journey finding the mental focus and physical power to complete the ultimate studio cycle workout!

Hip Hop - 60 Minutes Groove it, move it, glide it, hip it, hop it, express yourself!

K.O. Club - Boxing Circuit - 60 Minutes Train Like A Pro! This is a non-combative workout that will utilize boxing techniques. This class not only conditions but also strengthens your upper and lower body muscle groups. This is a circuit class using stations that include: speed bag, punching mitts, jump rope, heavy bag and an upper cut bag, just to name a few of the specialized pieces of equipment. Each class ends with 6-minute shadow boxing cool down. **Pre-pay/register at the front desk for all Fight Club programs.**

Play Ball - 45-60 minutes Play Ball is your fitness class with props! You will use the Medball, and/or Resist-a-Ball, and/or Yoga Ball to work on: muscle strength, muscle endurance, balance, coordination, agility, flexibility, body alignment and proper breathing techniques.

Power Stretch - 45 or 60 minutes Enjoy a total body workout that involves moving your joints through a range of motion with controlled and concentrated effort. This class increases body awareness. You will finish relaxed and rejuvenated. Instructor may incorporate some techniques based on Yoga, Pilates, Tai Chi or any combination thereof.

Raja Yoga - 60 Minutes In this class breathing exercises, physical postures and meditation are combined. The focus is on developing greater concentration and awareness, as well as stretching and strengthening.

Restorative Yoga – Multilevel Suitable for anyone wishing to bring more balance to his or her lives through Hatha Yoga. The seemingly gentle movements can have a profound positive influence on your health and well being. Individuals with physical limitations, chronic illness or recuperating from recent surgeries are encouraged to participate. This class is appropriate for all levels!

Salsa - 60 Minutes Mambo!! ChaCha!! Samba!! Join in on this highly stylized workout!

Step & Circuit - 60 or 75 Minutes Designed for the stepper who wants a little more challenge by adding circuit training. Steps are arranged in a box shape alternating with one and two risers. Circuits include cardio as well as strength.

Step-N-Cycle - 60 minutes Get two great workouts in one – step and cycle. 15 minutes of stepping followed by 15 minutes of cycling. Wrap up your workout with muscular conditioning.

STRONG - 60 Minutes STRONG is a weight training program, using the Iron Grip Group Strength Equipment as the primary resistance tool. This program is designed to accommodate a wide range of fitness levels with the goal of improving muscular strength and endurance. Spaces are limited; contact the group fitness coordinator for more information.

Studio Cycle - 45 Minutes Ride into high gear with this incredible and exhilarating stationary cycle class. Instructor will demonstrate intensity options.

Walk it Out - 60 Minutes Get outside and enjoy the weather! Our trained instructor will take you for an adventurous and motivating walk on one of the paved hiking trails located behind the club. Make sure you wear proper footwear and sun protection.

Water Weights - 30 or 45 Minutes Strengthen, define and tone using the water's built-in resistance. Using gloves, dumbbells and tubing, all major muscle groups will be challenged.

Yoga - 60 minutes This class is Hatha and Ashtanga based. Treat and challenge yourself to the Yoga experience. Let the yoga mind and body connection of deep stretching exercise bring the harmony of fitness and wellness to your life. Enjoy these slow and gentle rhythmic poses and balance postures; all adaptable for various fitness levels. Enhance your energy as these fun stretches bring flexibility, muscle strength and great posture. Create serene peaceful relaxation with deep yoga breathing and imagery.

Special &/ or Senior

Aqua Flex - 60 Minutes Aqua Flex is a special class designed to improve joint range of motion, flexibility and balance. To improve the ease of daily living activities, this format will include stretching with gentle movement and proper joint and muscle group alignment exercises. Overall well-being is stressed.

Aqua Forever - 60 Minutes Exercise to oldies but goodies during this moderate-intensity class. Enjoy a complete body workout that's not stressful to mind or joints.

Club 55 - 45 or 60 minutes Club 55 is a fitness program designed for active adults aged 55 & better. Through a holistic approach to achieving optimal health including specialized group fitness classes, educational seminars and social events, Club 55 will help you achieve your goals at a pace that fits your life. See your Group Fitness Department Head for more information.

Kid's Fitness Jam - 60 Minutes For boys and girls ages 5-8. Children will further their development of locomotion and movement skills as well as stability and

manipulation in this class. Kids Fitness Jam will introduce agility, speed, strength and endurance while improving motor skills and the ability to meet the demands of daily physical activity.

Kid's Kick Fit - 60 Minutes Structured to provide a fun yet demanding experience for both you and your child (ages 9-12). This techniques-based class will push you to your limits! Realistic movements will be performed both with and without equipment. Drill work focuses on speed, power and agility.

Rock and Stroll - 60 minutes Bring your baby and stroller to class! Enjoy a low-impact class using the stroller. This class is designed like your traditional class. Moms and babies are together, while the music and movement provides stimulation for the babies and a workout for the moms. The babies remain strapped in the stroller for the class and should be able to sit up comfortably – not designed for the newborn, but baby can certainly be removed if necessary. *There is a fee for this class. See your group fitness coordinator for details.*

S.P.E.C.I.A.L. - 60 minutes *Special Populations Exercise Converts Into Active Living*

This class combines cardio, muscular strength/endurance, flexibility and balance in either a standing or seated position. Designed especially for seniors, this format is great for anyone with arthritis, post-rehab or other limiting conditions. Exercise=Energy!

Sit n' Get Fit - 60 Minutes Chair fitness is for people of all ages who have special needs. Innovative techniques using a combination of aerobic and muscle strengthening exercises offer the physically challenged and older adult fitness opportunities that contribute to improved circulation, muscle strength, endurance and flexibility.

Sports Squad - 60 Minutes For boys and girls ages 9-11. This class focuses on sports drills to improve speed, agility and balance and includes muscle conditioning to increase muscular strength/endurance. The kids will also learn the basics of a fitness workout and a healthy lifestyle, while having fun with simple, easy to follow moves!

LTFX

CONTACT! - 75 Minutes Push your body to its limit with this intense, non-stop workout! You will experience the ultimate in martial arts by utilizing both eastern and western kickboxing styles. While striking freestanding heavy bags, working on strength-based isometric and agility drills, you are sure to find your hidden power!

Definitions Work every muscle, in every way, in every angle. This intense total body workout is designed to improve muscular strength and endurance for all fitness levels.

No Limits No rules, no limits! This class will incorporate any form of cardiovascular format - it's the Instructor's choice! The sky is the limit!

REVS Focuses on all the different elements of cycling such as speed, jumps and climbs with emphasis on form, technique and high-intensity training

**Oregon Park District
Focus Group Questions**

1. How long have you been a resident of Oregon?
73 of 85 responses with an average of 21.39 years
2. If you have lived in Oregon for less than five years, where did you live before moving here?
3. How do you feel regarding the following about the District? (Rate each statement using the following scale where 1=lowest level of agreement and 6=highest level of agreement)

Level of Agreement

Staff and Board

- a. Staff listens to community needs.
69 responses with an aggregate score of 275 = an average of 3.99
- b. Park Board listens to community needs.
69 responses with an aggregate score of 231 = an average of 3.34
- c. Park and Recreation Staff is organized and reliable.
72 responses with an aggregate score of 291 = an average of 4.04
- d. Residents experience excellent customer service from
recreation staff
71 responses with an aggregate score of 328 = an average of 4.62

front desk staff
77 responses with an aggregate score of 362 = an average of 4.70

program instructors
66 responses with an aggregate score of 330 = an average of 5.00

Recreation Programs

- e. There is a good mix of recreation programs for all ages.
82 responses with an aggregate score of 374 = an average of 4.56

- f. Recreation programs provided by the District are high quality.
77 responses with an aggregate score of 361 = an average of 4.69

Facilities

- g. The number of recreational facilities that are available to residents are sufficient for my family.
80 responses with an aggregate score of 422 = an average of 5.28

- h. Existing facilities are well maintained and of high quality.
83 responses with an aggregate score of 433 = an average of 5.22

- i. The number of facility types are sufficient for my needs
82 responses with an aggregate score of 427 = an average of 5.21

Parks

- j. Parks are well maintained and of high quality.
83 responses with an aggregate score of 441 = an average of 5.31

- k. There is an ample supply of parks in the District.
82 responses with an aggregate score of 450 = an average of 5.48

4. Indicate the "Level of Importance" you feel the Park District needs to place on any future parks and recreation efforts: (1=least important and 6=most important)

Level of Importance

- a. Maintain current level of recreation programs.
81 responses with an aggregate score of 381 = an average of 4.70
- b. Explore and implement new recreation programs for all ages.
81 responses with an aggregate score of 362 = an average of 4.46
- c. Preservation of existing open space.
76 responses with an aggregate score of 348 = an average of 4.58
- d. If the need is expressed by the community, add recreation facilities.
80 responses with an aggregate score of 281 = an average of 3.50

5. Please list the most important park and recreation services the Park District provides to the residents.

- ◆ **Quality/clean facilities such as Nash Rec Center (42)**
- ◆ **Keeping people active in safe places at affordable prices (20)**
- ◆ **Youth sports (20)**
- ◆ **Pool (19)**
- ◆ **Parks/playgrounds (17)**
- ◆ **Preservation of open space (12)**
- ◆ **Senior Center activities and staff (11)**
- ◆ **Swim lessons / Aquatic programs (9)**
- ◆ **Preschool classes (7)**
- ◆ **Adult fitness programs (6)**
- ◆ **Blackhawk Center (5)**
- ◆ **Summer programs for children (4)**
- ◆ **Summer concerts (4)**
- ◆ **Aerobics (3)**
- ◆ **Walking paths in parks (3)**

- ◆ Oregon Park West (3)
- ◆ After school program. (2)
- ◆ Adult sports. (2)
- ◆ Ball diamonds
- ◆ Track
- ◆ Availability of facilities for non-structured use
- ◆ Support for other community groups and programs
- ◆ Senior services in conjunction with Yellow Bird
- ◆ Water rehab
- ◆ Biking/walking trails
- ◆ River access

Facilities

6. Indicate your level of satisfaction with the current facilities offered by the Oregon Park District. (1=least satisfied, 6=most satisfied)

Facilities

Level of Satisfaction

a. Ruby Nash Recreation Center

1. Indoor 25-Meter Pool
68 responses with an aggregate score of 361 = an average of 5.31
2. Whirlpool
62 responses with an aggregate score of 302 = an average of 4.87
3. Fitness Center
73 responses with an aggregate score of 370 = an average of 5.06
4. Racquetball Courts
55 responses with an aggregate score of 261 = an average of 4.75
5. Gymnasium
61 responses with an aggregate score of 295 = an average of 4.84

6. Multi purpose Meeting Rooms
63 responses with an aggregate score of 332 = an average of 5.27

b. Blackhawk Center

1. Three Lane Track
48 responses with an aggregate score of 167 = an average of 3.48

2. Gymnasium
54 responses with an aggregate score of 267 = an average of 4.94

3. Aerobics Room
41 responses with an aggregate score of 185 = an average of 4.51

4. Weight Room
39 responses with an aggregate score of 166 = an average of 4.26

5. Concessions Area
47 responses with an aggregate score of 214 = an average of 4.55

6. Classroom
40 responses with an aggregate score of 163 = an average of 4.08

8. Are there any recreation facilities you feel are needed and would like to see the Park District creates over the next three to five years?

- ◆ **Outdoor pool / wading pool / water park. (11)**
- ◆ **Cooperate with trails development initiatives - bicycling/walking trails. (8)**
- ◆ **Boat launch/ramp/dock (5)**
- ◆ **Growth in community may require more services and programs not more facilities. (3)**
- ◆ **Indoor tennis courts (2)**
- ◆ **More playground equipment at Mix Park and Oregon Park West.**
- ◆ **Indoor play area for younger children.**
- ◆ **Theater.**

- ◆ **Concert facility for chamber music.**
- ◆ **BMX bike track**
- ◆ **Batting cages**
- ◆ **Golf course**
- ◆ **Nature center**
- ◆ **Mini golf**
- ◆ **Teen Center**
- ◆ **Can the Senior Center be brought into Nash? (like Glenview Park District)**

9. How would you like to see these recreation facilities you suggested in question 7 funded by the Park District? (i.e., increased taxes, fees and charges)

- ◆ **Fees and charges (27)**
- ◆ **Existing taxes (7)**
- ◆ **Don't raise taxes (5)**
- ◆ **Sell unused property / ex. Williams Park: build houses on it/ increase revenue (5)**
- ◆ **Reduce facilities / ex. Turn Blackhawk over to school district (5)**
- ◆ **Public-private partnership (3)**
- ◆ **Partner with city for an outdoor pool (3)**
- ◆ **Grants (3)**
- ◆ **Use volunteers for programs (2)**
- ◆ **Focus on satisfied programming - less new and dying programs (2)**
- ◆ **City/Park District partnership (2)**
- ◆ **Trail passes**
- ◆ **Increase taxes only if absolutely necessary**
- ◆ **Minimal fees and charges for park usage**
- ◆ **Charge parking fees at Blackhawk Center**
- ◆ **Anything new would have to be self-funding**
- ◆ **Increase participation by more promotion and enthusiasm**
- ◆ **Corporate donations**

Programs

10. Indicate how satisfied you are with the current level of recreation programs offered by the District. (1=least satisfied, 6=most satisfied)

<u>Program</u>	<u>Level of Satisfaction</u>
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a. Summer Concert Series	
74 responses with an aggregate score of 379 = an average of 5.12	

b. Preschool Programs	
40 responses with an aggregate score of 211 = an average of 5.28	

c. Senior Activities	
46 responses with an aggregate score of 233 = an average of 5.06	

d. Adult Programs	
53 responses with an aggregate score of 246 = an average of 4.64	

e. Special Events	
44 responses with an aggregate score of 200 = an average of 4.55	

f. After School Programs	
34 responses with an aggregate score of 156 = an average of 4.59	

g. Teen Programs	
33 responses with an aggregate score of 118 = an average of 3.58	

h. Youth	
23 responses with an aggregate score of 106 = an average of 4.60	

11. Does the Park District need to expand parks and recreation services in the future?

Yes	26	No	48
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Please Explain _____

12. What recreation programs need to be added to the current program offerings?
- ◆ **Do not expand - maintain/improve what we have. (38)**
 - ◆ **Skateboard area in existing park. (7)**
 - ◆ **Publicize parks and maintain or reduce them. (5)**
 - ◆ **More teen focused programs. (5)**
 - ◆ **At this point, financially it is not possible to expand. (4)**
 - ◆ **Indoor soccer at Blackhawk Center. (4)**
 - ◆ **Evaluate programs/coaches/instructors. (3)**
 - ◆ **More senior day activities, trips and classes. (3)**
 - ◆ **Blackhawk Center: track too small for meets (2)**
 - ◆ **More adult leagues. (2)**
 - ◆ **Replace wood chips under playgrounds for safety.**
 - ◆ **Lions Park ball diamond needs to be reseeded and lime**
 - ◆ **Oregon Park West ball diamond needs new drainage and lime.**
 - ◆ **Path to Blackhawk**
 - ◆ **Have a coffee and lunch area again at Nash.**
 - ◆ **Community gardens.**
 - ◆ **Preserve river landscape/open spaces/oak covered bluffs**
 - ◆ **More shade at playgrounds.**
 - ◆ **Steps to river in Carnation Park.**
 - ◆ **More handicap parking accessibility at existing facilities.**
 - ◆ **Concessions too small.**
 - ◆ **Sculpture part of landscaping and site planning.**
 - ◆ **Lifeguard classes.**
 - ◆ **Cooperative games/not so much competitive**
 - ◆ **More water aerobics classes.**
 - ◆ **Unlock back gate at Oregon Park West after soccer season.**
 - ◆ **More group outdoor nature walks.**
 - ◆ **More craft classes**
 - ◆ **Need green management policies: environmental stewardship/non-toxic lawn care and cleaning supplies**
 - ◆ **Tennis lessons.**
 - ◆ **Improve current programs to meet needs.**

- ◆ **Historical programs.**
- ◆ **Adult continuing education.**
- ◆ **Park District meetings with the public to hear needs and wants.**
- ◆ **Swim lesson offerings back to previous level.**
- ◆ **Link up pool with health provider for cardiac rehab and water therapy.**
- ◆ **River activity.**
- ◆ **Club volleyball - athletes currently drive to Freeport, Marengo and Rockford.**
- ◆ **More pool related - water polo, scuba.**
- ◆ **Triathlons.**
- ◆ **Bicycle club.**
- ◆ **Nutrition program.**
- ◆ **Formal procedure for citizens to request improvements and make contributions for them.**
- ◆ **Add sports leagues for adults over 40.**
- ◆ **Open Nash earlier and close later on Saturdays.**
- ◆ **Nash needs more attention to cleanliness and upkeep.**
- ◆ **Sauna and steam room.**
- ◆ **Yoga**
- ◆ **Massage therapy.**
- ◆ **Kickboxing.**
- ◆ **Teen dance classes: hip-hop.**
- ◆ **Before school program from 6:30-8:00 a.m.**
- ◆ **More programs for adults that are not craft related.**
- ◆ **Encourage a welcoming attitude with instructors.**
- ◆ **Enhance soccer program.**
- ◆ **Train coaches.**
- ◆ **Expand summer youth activities.**
- ◆ **Bring in AYSO.**
- ◆ **Teen dances and field trips.**
- ◆ **Red Cross training.**
- ◆ **Annual review of all staff.**
- ◆ **More open swim.**
- ◆ **Oregon Park West curbs at basketball court are an ankle hazard.**

- ◆ Youth competitive leagues.
- ◆ Keep youth programs up-to-date with surrounding communities.
- ◆ Keep the newly added children's programs.

13. Indicate your level of interest in the following areas of aquatic programming. (1=least interested, 6=most interested)

<u>Program</u>	<u>Level of Satisfaction</u>
a. Teen Nights	
46 responses with an aggregate score of 168 = an average of	3.65
b. Teen/Adult Swim Lessons	
43 responses with an aggregate score of 153 = an average of	3.48
c. Water Aerobics/Exercise	
46 responses with an aggregate score of 190 = an average of	4.13
d. Diving Lessons/Team	
41 responses with an aggregate score of 128 = an average of	3.12
e. Senior Swim	
45 responses with an aggregate score of 219 = an average of	4.87
f. Adult Lap Swim	
50 responses with an aggregate score of 213 = an average of	4.26
g. Scuba Diving	
42 responses with an aggregate score of 143 = an average of	3.40
h. Private Rentals/Birthday Parties	
41 responses with an aggregate score of 159 = an average of	3.88

Funding

14. How would you like to see the District fund the agency in the future?
- | <u>Funding Source</u> | <u>Level of Interest</u> |
|--|--------------------------|
| a. Increase in Existing Tax Rate | |
| 68 responses with an aggregate score of 213 = an average of | 3.13 |
| b. Fees and Charges | |
| 69 responses with an aggregate score of 311 = an average of | 4.51 |

Other suggestions are welcome and desired:

- ◆ **Use volunteers. (3)**
- ◆ **Fund raisers. (3)**
- ◆ **Sporting tournaments/events. (2)**
- ◆ **Audit current financials. (2)**
- ◆ **Sell unused assets.**
- ◆ **Expand the boundary**
- ◆ **Corporate grants.**
- ◆ **Sell Oregon Park District T-shirts.**
- ◆ **Prioritize expenses.**
- ◆ **Reduction in labor costs: effective use of personnel.**
- ◆ **Manage resources wisely.**
- ◆ **Annex Mt. Morris**
- ◆ **Evaluate existing programs vs. costs vs. district participation/possible cuts needed.**
- ◆ **Coordinate with schools and city.**

General

15. Are there needs or concerns the District ought to address regarding existing or future park and recreation programs or facilities?
- | | | | |
|-----------|--|-----------|----|
| 51 | Yes | 13 | No |
| ◆ | Lack of information/communication: board and director not answering community's questions, staff is quitting. (9) | | |
| ◆ | Too many parks. (4) | | |
| ◆ | Current employees need to be friendly and familiar. (3) | | |
| ◆ | The future of Blackhawk Center: owner and operator, usage? (3) | | |

- ◆ **Is Blackhawk Center part of the Park District or the School District? (2)**
- ◆ **Too much money spent on Carnation Park; people can't find it. (2)**
- ◆ **Morale problem with personnel / Nash in particular. (2)**
- ◆ **Recent elimination of trees and shrubs along the river make it look barren / loss of habitat and erosion prevention. (2)**
- ◆ **Maintain open space in the light of heavy development to the west.**
- ◆ **Don't spend money unnecessarily - example: baseball fence.**
- ◆ **Controversy around the placement of stone and rock along bank in Carnation Park.**
- ◆ **Why are we maintaining/improving such a high number of parks?**
- ◆ **The facilities are adequate.**
- ◆ **Less acreage, more impact.**
- ◆ **Maintenance not reliable.**
- ◆ **Loud music at Nash needs to be softened.**
- ◆ **Vandalism of facilities.**
- ◆ **Overstaffed in some areas.**
- ◆ **More parking during summer concerts.**
- ◆ **Major issues of trust and leadership can hinder the community's perception of this process.**
- ◆ **Geese droppings at Oregon Park East.**
- ◆ **Senior Center: parking is a problem, dangerous traffic from highway, building has problems.**
- ◆ **\$27,000 for this survey is ridiculous money management.**
- ◆ **Ignore people talking about disgruntled staff (people come and go, land and facilities more important).**
- ◆ **Stop maintaining museum, library, and Williams Pioneer.**

16. Please identify the top three most effective methods you would like the Park District to use when communicating services and programs that are available to you and your family. (Please only choose three in the order of importance with "1" being most important).

- 1.81 Direct mail**
- 2.00 Newspaper**
- 2.80 Cable television (local access channel)**
- 2.15 Flyers in the schools**
- 1.67 Seasonal Program Brochure**
- 1.17 Website (6 responses)**

17. Are there other issues related to parks and recreation programs and facilities not mentioned in this inquiry that you would like the Oregon Park District to address? Please elaborate.