

Champaign County Forest Preserve District

Strategic Plan

2006-2009



If you do not know to which port you are sailing, any wind is favorable. – Unknown

Index

Executive Summary.....	5
Mission, Vision and Guiding Principles.....	7
Overview of Goals and Objectives.....	8
CCFPD Action Plan for 2006-2009.....	9
Action Step Summary by Year.....	35
Monitoring and Reporting Plan Progress.....	40

Appendix

What Strategic Planning Is/Is Not.....	42
Strategic Planning Process Overview.....	43
SWOT and Planning Retreat Participants.....	44
Sample Public Survey Form.....	45
Public Survey Results Summary	46

Executive Summary

What Is Strategic Planning?

Agencies can develop many types of plans. Master plans generally provide overarching guidance for long-term development of facilities and programs. Business plans usually clarify the organization's financial position and the programs/initiatives that that impact finances. Operations plans, marketing plans and other topical plans guide the day-to-day work of staff, partners and volunteers.

Strategic planning helps an agency look closely at its present operational efforts, consider stakeholder needs, and examine the current environment in which the organization works. End results include a better understanding of the agency and the interests/needs of staff members, discussion of difficult or challenging issues and a plan that targets meeting specific, critical goals of the organization for a defined time period, usually 2-5 years. It involves doing just what it implies—being strategic in selecting the most important issues to address.

The Strategic Planning Process for CCFPD

Those critical issues rise to the surface through a planning process that generally includes:

1. A SWOT (strengths, weaknesses, opportunities and threats) analysis by staff and other stakeholders, which may include the general public.
2. An examination of the situation or environment in which the organization works, including those issues that may not be controllable.
3. A planning retreat or meeting with key staff and stakeholders to arrive at specific goals, objectives and action steps to meet the goals/objectives.

CCFPD completed (1) and (2) through a one-day all-staff retreat in May, 2006. Also present were Forest Preserve Board Commissioners. CCFPD completed (3) in a 2-day workshop in June, 2006 with agency department heads, Forest Preserve Board Commissioners and a member of the CCFPD Foundation. No representative from the Citizens' Advisory Committee attended.

An informal public comment survey was made available to Champaign County residents at each forest preserve and through the CCFPD website. Survey results (though limited) were summarized and evaluated to ensure that the strategic plan considered the primary needs and preferences of its user groups.

Meeting facilitation, documentation and development of this plan document were provided by Ginger Murphy, a consultant with experience in planning and natural resources management.

CCFPD Planning Results

The following items were accomplished as a result of the meetings:

1. Development of a revised draft mission statement for CCFPD.
2. Development of a draft vision statement for CCFPD.
3. Development of a list of key guiding principles for CCFPD.
4. Development of goals in eight important areas.
5. Development of objectives for each of the eight goals.
6. Development of key action steps that will be used to achieve the objectives and goals.
7. Development of outcomes to show measurable results in achieving the goals.
8. Development of impacts, which show how success in each of these areas will impact the public, the resources and/or CCFPD staff and programs.
9. A process for documenting, reporting and updating the plan on a regular basis.

Champaign County Forest Preserve District Guiding Statements

Mission

We are stewards of our county's natural and historic resources through conservation, education and the compatible outdoor recreation experiences we provide at Champaign County's Forest Preserves.

Vision

To hold a valued and vital place in the lives of Champaign County residents, and be recognized for innovation, leadership and excellence.

Guiding Principles

The protection, preservation and restoration of the lands and waters set aside by the Forest Preserve District shall be of paramount importance and shall guide all decision making.

We shall provide recreational and educational opportunities consistent with the preservation and management of the Forest Preserve District's natural and historic resource base and to respect and honor the legacy of the District.

We shall base policy and management decisions on sound natural resource management practices and scientific research. We shall also apply best management practices in: (1) historical resource management and (2) historical, environmental and horticultural education/interpretation and (3) outdoor recreation planning.

Because we want to provide enjoyable experiences for our visitors, we shall aim to exceed the expectations of our guests. We believe that these experiences begin even before our guests arrive; therefore, marketing and education, staff attitudes and conversations and overall appearance and management of our preserves and facilities shall be critical elements.

Our primary aim for visitors is that they develop an appreciation for our natural and historic resources, see the importance of these resources to human well-being, and work to protect those resources both at home and at our preserves.

We recognize the unique multiple values of the golf course as a recreational facility, habitat, a primary revenue source and an opportunity for us to demonstrate environmentally sensitive management practices.

We shall maintain and improve the integrity and credibility of our agency.

We shall value our staff and provide a positive and safe work environment, appropriate orientation and training, coaching and evaluation, and opportunities for professional development.

We shall practice fiscal responsibility by using accepted accounting principles and best practices in financial management. We shall plan for the future with financial sustainability in mind.

We shall be conscious of opportunities to provide new preserves and add buffers to existing preserves when appropriate, while maintaining sensitivity to the needs of Champaign County residents for business, agriculture and community services.

We shall seek appropriate partnerships with businesses, community organizations and individuals who share our common goals, guiding principles and interests.

Overview of Goals and Objectives

Staff Development and Support: Empower our employees to serve visitors and resources with excellence.

- **Objective 1:** Staff all sites appropriately.
- **Objective 2:** Recruit and retain high quality seasonal and part-time employees.
- **Objective 3:** Provide appropriate training for all staff.

Facilities/Infrastructure: Maintain existing facilities and develop new ones that meet the most critical needs of Champaign County citizens.

- **Objective 1:** Conduct an Americans With Disabilities Act analysis of District facilities and areas.
- **Objective 2:** Conduct an inventory and condition assessment of all District buildings, facilities and infrastructure.
- **Objective 3:** Evaluate the need for new infrastructure and facilities.

Funding: Seek additional funding sources to support infrastructure and program development.

- **Objective 1:** Explore alternative revenue sources and partnerships.
- **Objective 2:** Recognize financial savings through improved environmental actions.
- **Objective 3:** Develop a strategy and a timeline for a referendum to increase funding.

Education: Expand educational efforts beyond traditional programming.

- **Objective 1:** Develop and implement a district-wide plan for environmental, horticultural, and historical education and interpretation.
- **Objective 2:** Expand efforts in personal interpretation (programming)
- **Objective 3:** Expand efforts in non-personal interpretation (brochures, signs etc.)

Outdoor Recreation: Provide outdoor recreation facilities and opportunities that support healthy lifestyles for Champaign County residents.

- **Objective 1:** Evaluate and upgrade existing trails and new trail development.
- **Objective 2:** Work toward development of an off-leash area for dogs.
- **Objective 3:** Develop a Healthy Preserves – Healthy People initiative.
- **Objective 4:** Evaluate and work toward redevelopment of the LOW peninsula.

Natural Resources: Preserve, manage and increase all of the CCFPD's natural resources.

- **Objective 1:** Develop a resource management plan for each preserve.
- **Objective 2:** Develop an inventory of potential buffers and in-holdings that would be appropriate for purchase/conservation easement if available.

Historic Resources: Preserve, manage and increase CCFPD's historic resources.

- **Objective 1:** Improve storage methods and maintain accreditation standards for collection stewardship.
- **Objective 2:** Plan for the use and development of the collection.

Partnerships: Develop strong partnerships with individuals and groups in Champaign County.

- **Objective 1:** Expand partnerships with groups and individuals.
- **Objective 2:** Expand partnerships with similar agencies.

Communication and Marketing: Communicate effectively with visitors, staff and Champaign County residents.

- **Objective 1:** Increase public awareness of district facilities, programs and services.
- **Objective 2:** Improve internal communication between staff and sites.
- **Objective 3:** Market and increase usage of preserve facilities.

CCFPD Action Plan: Staff Development and Support

Goal : Empower our employees to serve visitors and resources with excellence.

Objective: Staff all district sites appropriately.

Action Steps to Meet Objective	Target Date to be Operational	Action Item Leader	Resources, Background and Guiding Information for Actions	Progress Report
Review organizational chart and clarify the chain-of-command.	September, 2006	Executive Director, Department Heads	Revisions shared in staff meetings/staff evaluations; are approvals required by CAC and/or the Commissioners?	
Develop an agency staffing plan	September, 2006	Department Heads	Evaluate current staff job descriptions/roles, maintenance plans, time management and efficiency efforts, staffing levels and project needs (including this plan) and prepare an appropriate recommendation for staffing for each agency department.	
Propose/justify staff changes in 2007 budget.	November, 2006	Department Heads	Reviewed in staff evaluations	
Seek alternative sources of funding for staff/projects and propose options	January, 2007 (and ongoing)	Department Heads	Network with CCFPD foundation	
Review and implement additional benefits as appropriate	2007	Director, Deputy Director, HR	May include such things as 401K, Flexible Spending Account, Health Savings Account, partnering with other agencies for benefit savings, etc.	

Outcomes:

Well rested, less stressed staff. Better customer service. Note: Need to clarify how these will be measured. Recommendation - staff survey NOW for job satisfaction/issues and a staff survey a year from now (or two years) that shows an overall improvement in job satisfaction.

Impacts:

Customers will receive more efficient and effective service.

CCFPD Action Plan: Staff Development and Support

Goal : Empower our employees to serve visitors and resources with excellence.

Objective: Recruit and retain seasonal and part-time employees.

Action Steps to Meet Objective	Target Date to be Operational	Action Item Leader	Resources, Background and Guiding Information for Actions	Progress Report
Survey current seasonal and part-time staff for job satisfaction	October, 2006	HR	Prepare survey with items like pay, working conditions, benefits, training needs, hours, interest in returning and why/why not, what WOULD bring them back.	
Benchmark pay and other benefits with other county/state agencies for similar jobs	October, 2006	HR with assistance from Dept. Heads		
Propose seasonal/part-time pay increases and justify if appropriate	November, 2006	Department Heads	Also, look into possible benefits.	
Seek new sources for seasonal/part-time employees	Ongoing	HR, All staff	Need a mechanism for reporting on this - HR keeps a master list of who contacted who, HR coordinates contacts and reports in staff meetings, etc.	
Participate in at least 3 job fairs annually.	Ongoing	HR coordinates	Volunteers can assist; department heads assist; important to set a target for this if possible and to have one person/department coordinating it. May include Senior expos and recruiting different types of employees other than the traditional college students.	

Outcomes:

Less repeat training for seasonals, more time spent on other duties, more knowledgeable employees (Note: should look at current retention rate and use this as a measurement - compare it. For example, the outcome could be "Increase the seasonal/part-time employee retention rate by 5% each of the plan years.)

Impacts:

With more returning seasonals, less time will be spent on training and more time will be spent on serving the public.

CCFPD Action Plan: Staff Development and Support

Goal : Empower our employees to serve visitors and resources with excellence.

Objective: Provide appropriate training for all staff.

Action Steps to Meet Objective	Target Date to be Operational	Action Item Leader	Resources, Background and Guiding Information for Actions	Progress Report
Evaluate training needs as a part of a survey of seasonal, part-time and full-time staff	October, 2006	HR	Prepare survey. Include such things as pay, benefits, training needs, etc.	
Evaluate the need for a training coordinator position	November, 2006	HR	Based on the results of the training survey; connected to the staffing survey in objective 1 as well.	
Based on training needs survey, explore training resources available locally, including U of I/Parkland.	April, 2007	HR, Dept. Heads	Training needs and schedule to include opportunities for exchange of information (i.e. chances for resource mgmt staff to share info with education staff and office staff so it can be communicated to the public)	
Develop a train-the-trainer's program	April, 2008	HR/All sites	Need to evaluate topics. Are there training courses that all should participate in and one can lead everywhere (i.e. First Aid? CPR? Planning/running meetings? Security/Safety? Sensitivity Training?) Are there site-specific topics/issues that a site trainer could take to other sites (i.e. How we solved a specific problem/issue?)	

Outcomes:

More professional staff, more efficient work procedures, safety, better customer service. Note: Need to clarify how these will be measured. Recommendation - Each staff member will participate in at least 10 hours of training annually.

Impacts:

Improve and provide better service and happy customers as a result.

CCFPD Action Plan: Infrastructure and Facilities

Goal : Maintain existing facilities and develop new ones that meet the most critical needs of Champaign County citizens.

Objective: Conduct an Americans With Disabilities Act analysis of the areas and facilities of the District.

Action Steps to Meet Objective	Target Date to be Operational	Action Item Leader	Resources, Background and Guiding Information for Actions	Progress Report
Contact U of I and/or local groups (PACE) as a consultant	September, 2007	District Planner	Use NRPA/State guidelines	
Develop an inventory of existing facilities and a plan for the future.	September, 2007	District Planner		
Develop a prioritized project list	September, 2007	District Planner		

Outcomes:

Produce a prioritized project list that includes projects and project costs

Impacts:

District will reduce the chances of embarrassment or impact from a lack of accessibility. We will provide opportunities for ALL Champaign County citizens to visit and use our preserves.

CCFPD Action Plan: Infrastructure and Facilities

Goal : Maintain existing facilities and develop new ones that meet the most critical needs of Champaign County citizens.

Objective: Conduct an inventory and condition assessment for the district.

Action Steps to Meet Objective	Target Date to be Operational	Action Item Leader	Resources, Background and Guiding Information for Actions	Progress Report
Research and purchase a maintenance management system.	January, 2007	Executive Director		
Train staff and complete inventory/data entry into maintenance management system for entire district.	June, 2007	Dept. Heads, Site Managers		
Develop schedule for infrastructure rehabilitation and/or replacement, including cost estimates)	September, 2007	Department Heads		
Complete energy audit using outside expertise and integrate with maintenance schedule	September, 2007	Executive Director	Coordinate timing with funding goal/objective	
Prioritize projects based on condition assessment and funding	December, 2007	Executive Director, Dept. Heads		

Outcomes:

A prioritized project list with cost estimates.

Impacts:

Maintenance issues and problems will be recognized before they become emergencies, which will limit the possibility of maintenance issues impacting visitor experiences.

CCFPD Action Plan: Infrastructure and Facilities

Goal : Maintain existing facilities and develop new ones that meet the most critical needs of Champaign County citizens.

Objective: Evaluate the need for new infrastructure and facilities.

Action Steps to Meet Objective	Target Date to be Operational	Action Item Leader	Resources, Background and Guiding Information for Actions	Progress Report
Establish a District-wide needs assessment for new infrastructure and facilities.	January, 2009	District Planner	These areas should be part of assessment: Botanical Gardens, Campground, Golf Course, Environmental Ed Center, Lodge on the Dowell Property; The analysis should include: cost estimates, long-term funding and options for “green buildings”	

Outcomes:

A prioritized assessment will help look at the future of the District and help with referendum analysis.

Impacts:

The District may find ways to better serve the public, to increase non-tax revenues, and to possibly save dollars on possible costly repairs to current facilities.

CCFPD Action Plan: Funding

Goal : Seek additional funding sources to support infrastructure and program development.

Objective: Explore alternate revenue sources and partnerships.

Action Steps to Meet Objective	Target Date to be Operational	Action Item Leader	Resources, Background and Guiding Information for Actions	Progress Report
Define, along with the Foundation, a development plan to increase fundraising	December, 2006	Executive Director, Deputy Director	Meet with foundation; look at what other foundations have	
Establish task force to explore corporate partnerships	February, 2007	Assist. Director, Vol Coordinator, PR	Need county-wide business list and contacts; consider framework for partnerships - shared missions, etc; think about recognition of partners - what works and what doesn't? This was listed in the partnerships goal as well and is consolidated here. Actions include updating corporate database info for mailings, be active in local business groups, expand mailings to seek more sponsorships	
Review existing user fees and explore possible new fee generation activities	December, 2007	Deputy Director	Look at existing fee structure; look at other agencies' recreation fee structures for examples	

Outcomes:

Obtain \$100,000 for program and staff needs.

Impacts:

Improved facilities and resources, stronger programs, increased visibility in the community.

CCFPD Action Plan: Funding

Goal : Seek additional funding sources to support infrastructure and program development.

Objective: Recognize financial savings through improved environmental action.

Action Steps to Meet Objective	Target Date to be Operational	Action Item Leader	Resources, Background and Guiding Information for Actions	Progress Report
Complete energy audit of all buildings	July, 2007	Executive Director	Eastern Illinois, American IP, On-demand H2O fixtures, geothermal possibilities	
Evaluate current fleet of vehicles to maximize fuel efficiency.	February, 2007	Executive Director, Site Superintendents	Golf-course type vehicles for in-preserve use where appropriate	
Create plan to streamline vehicle uses	February, 2007	Executive Director, Dept. Heads	Meetings in central locations, deliveries rather than pick-ups, etc.	
Develop and use a green report card for each site and for the agency	October, 2007	Executive Director, Dept. Heads	Look for existing cards, may include purchases of cleaning supplies, office materials, etc.	

Outcomes:

Save \$5,000 a year through these efforts.

Impacts:

More money for programs and resources. Improved environmental quality and increased credibility with public.

CCFPD Action Plan: Funding

Goal : Seek additional funding sources to support infrastructure and program development.

Objective: Develop a strategy and a timeline for a referendum to increase funding.

Action Steps to Meet Objective	Target Date to be Operational	Action Item Leader	Resources, Background and Guiding Information for Actions	Progress Report
Board and staff determine \$\$ needed to accomplish priorities through 12/09	December, 2006	Executive Director, Board President	Collect information from staff; use strategic plan document as guide	
Determine the need for a consultant to review need/assist with strategies for referendum planning	April, 2007	Board	Will need funding if consultant is used; will need sources for consultants trained in this area - talk to other park districts	
Board determines need for referendum	June, 2007	Board	Board discussion based on first two action steps.	

Outcomes:

Decision reached on need for referendum.

Impacts:

CCFPD can share a clear analysis of staff and programs and resources with board and community.

CCFPD Action Plan: Education

Goal : Expand educational efforts beyond traditional programming.

Objective: Develop and implement a district-wide plan for environmental, horticultural and historical education and interpretation.

Action Steps to Meet Objective	Target Date to be Operational	Action Item Leader	Resources, Background and Guiding Information for Actions	Progress Report
Identify in-house team to be involved in plan development	October, 2006	Ed Dept. Head	Team will develop scope, work with consultant and approve/publicize the plan	
Write plan scope/rfp	January, 2007	Plan team	Scope to include, at minimum, the following items: market analysis of area education and interpretive efforts, development of primary themes/subthemes for each preserve, wayfinding sign design/plan, wayside interpretive sign template and suggested locations, recommendations for information kiosk locations/design, self-guided interpretive trails at each preserve, technology implementation, interpretation/education for fee-paying users, programming evaluation and recommendations, feasibility of and recommendations related to new and/or renovated education centers/facilities, uniform evaluation and recommendations, clarify format of plan document and number of copies provided, etc. Include prioritization, time line and cost estimates for plan implementation.	
Select consultant for interpretive plan pertaining to the preserves, fund and begin planning process	June, 2007	Plan team		
Plan completion and implementation	November, 2007	Plan team, consultant		

Outcomes: A complete interpretive plan for environmental education, historical education and horticultural education.

Impacts: Staff will have a consistent plan to guide future goals and objectives; visitors will have better information about the preserves and will care more for these places.

CCFPD Action Plan: Education

Goal : Expand educational efforts beyond traditional programming.

Objective: Expand efforts in personal interpretation (programming)

Action Steps to Meet Objective	Target Date to be Operational	Action Item Leader	Resources, Background and Guiding Information for Actions	Progress Report
Plan and increase school outreach, especially in winter. Expand home school programs and in-service offerings to teachers and parents.	January, 2007	Ed. Dept.	Does not necessarily have to wait for interpretive plan to work on this project.	
Hire a seasonal naturalist for Middle Fork.	May, 2007 and beyond	Ed. Dept.	Does not necessarily have to wait for interpretive plan to work on this; this will be the trial program-will look towards adding at Lake of the Woods and River Bend	
Develop targeted programs for related professions/volunteers, such as Master Gardener, Master Naturalist.	June, 2007	Dept. Heads	Does not necessarily have to wait for interpretive plan to work on this.	
Review and assign responsibility for completion of tasks/projects that will be implemented from the interpretive plan	January, 2008	Ed Dept. Head	Will include such things as added programs, classes, demonstrations, added staff, etc.	
Plan for multiple use of all education programs and services	January, 2008	Ed. Dept.		

Outcomes:

Increased participation in interpretive/education programs by 5%.

Impacts:

District will become known as a place where children and adults can learn together.

CCFPD Action Plan: Education

Goal : Expand educational efforts beyond traditional programming.

Objective: Expand efforts in nonpersonal interpretation (brochures, signs etc.)

Action Steps to Meet Objective	Target Date to be Operational	Action Item Leader	Resources, Background and Guiding Information for Actions	Progress Report
Review and assign responsibility for completion of tasks/projects that will be implemented from the interpretive plan.	January, 2008	Ed Dept. Head and include PR Director	Will include such things as self-guided interpretive trails, brochures, wayside signs and kiosks, exhibits, website programs, way-finding signs, etc. using timeline from the plan.	
Develop a task force to prioritize and implement technology recommended by interpretive plan	January, 2008	Ed. Dept. and include PR director	May include such things as podcasts, blogs, LCD projectors/DVD productions, etc. Tie hands-on resources to web programs (education pieces, outreach kits and materials) and promote through the website.	

Outcomes:

Two completed self-guided trails by the end of 2009. Looking for Lincoln gallery renovated, signage and programs coordinated with garden brochure by 2009.

Impacts:

Expanded opportunities realized through non-personal interpretation will bring added value to the District experience.

CCFPD Action Plan: Outdoor Recreation

Goal : Provide outdoor recreation facilities and opportunities that support healthy lifestyles for Champaign County residents.

Objective: Evaluate and upgrade existing trails and develop new trails where appropriate.

Action Steps to Meet Objective	Target Date to be Operational	Action Item Leader	Resources, Background and Guiding Information for Actions	Progress Report
Implement existing trail plan for LOW	June, 2007	Executive Director		
Conduct a trail inventory at each preserve.	August, 2007	District Planner, Superintendents		
Develop a trail plan for each of the other preserves	December, 2007	District Planner, Superintendents, CAC		
Support, as appropriate, the acquisition and eventual development of the Kickapoo trail project	Ongoing	Executive Director		

Outcomes:
Trail plan document for each preserve; fewer complaints/questions about trails because of signage improvements/map improvements.

Impacts:
Visitors will have access to new areas of preserve, which may provide additional support for district.

CCFPD Action Plan: Outdoor Recreation

Goal : Provide outdoor recreation facilities and opportunities that support healthy lifestyles for Champaign County residents.

Objective: Work toward development of an off-leash area for dogs.

Action Steps to Meet Objective	Target Date to be Operational	Action Item Leader	Resources, Background and Guiding Information for Actions	Progress Report
Identify an appropriate potential site for off-leash dog area	December, 2006	Executive Director, District Planner, Site Supt, NR Director	Urbana Park District Dog Park, NRPA articles and publications.	
Develop preliminary criteria for usage, fees, etc.	January, 2007	Executive Director, District Planner, Site Supt, NR Director	This step is added; some general scope will be needed in order to approach individuals who might organize to make this happen.	
Determine if there is interest in the formation of a support group to plan (in conjunction with staff), fund and support off-leash area.	March, 2007	Executive Director, Site Supt.	The eventual development of an off leash area will depend on the level of public support; i.e. if there is a group that wants to take on the project.	

Outcomes:
At least 10 individuals willing to support this effort and lead a targeted planning and fund-raising campaign for the area. \$\$ donated to the district to fund this project.

Impacts:
Secure place for people to enjoy their dogs; resolves current management problem of dogs running loose; builds support for the district.

CCFPD Action Plan: Outdoor Recreation

Goal : Provide outdoor recreation facilities and opportunities that support healthy lifestyles for Champaign County residents.

Objective: Develop a Healthy Preserves – Healthy People initiative.

Action Steps to Meet Objective	Target Date to be Operational	Action Item Leader	Resources, Background and Guiding Information for Actions	Progress Report
Develop key objectives/purpose for initiative	October, 2006	Executive Director	NRPA programs and publications	
Develop web page and other appropriate promotions	November, 2006	Executive Director		
Develop event series with staff and volunteers	November, 2006	Executive Director	Education & Vol. Coordinator help plan	
Partner with medical community for sponsorship/support	February, 2007	Executive Director		

Outcomes:

Offering a defined number of programs and promotions; meeting a specific target for sponsorship dollars

Impacts:

New users will discover the preserves; build overall support for the preserves; improve health of citizens

CCFPD Action Plan: Outdoor Recreation

Goal : Provide outdoor recreation facilities and opportunities that support healthy lifestyles for Champaign County residents.

Objective: Evaluate and work toward redevelopment of the Lake of the Woods peninsula.

Action Steps to Meet Objective	Target Date to be Operational	Action Item Leader	Resources, Background and Guiding Information for Actions	Progress Report
Collect staff ideas/suggestions	March, 2008	District Planner, Executive Director		
Begin development of a plan and public input process	September, 2008	District Planner, Executive Director	Target development of plan, funding and construction for NEXT strategic planning timeframe (2010-2013)	

Outcomes:
At least 10 possible ideas prioritized from staff input process. Participation by at least 50 members of the public in input process.

Impacts:
Increase in outdoor activities offered at Lake of the Woods.

CCFPD Action Plan: Natural Resource Management

Goal : Preserve, manage and increase all of the CCFPD's natural resources.

Objective: Develop a resource management plan for each preserve.

Action Steps to Meet Objective	Target Date to be Operational	Action Item Leader	Resources, Background and Guiding Information for Actions	Progress Report
Identify team to develop scope and guide writing of plans	November, 2006	NR Dept Head	Could include NR staff, site superintendents, resource staff from NRCS, IDNR, U of I, CAC, etc.	
Identify plan objectives and scope	December, 2006	NR plan teams	Identify management areas, review other resource plan documents (Murphy will send IN DNR plan template)	
Collect information about existing inventories and documented reports of resources	October, 2007	NR staff, U of I and other research/resource partners	Use master plan, existing site plans, former research; Murphy will send IN DNR resource management template that provides general sources for info	
Develop and write two plans per year	October, 2008 and October, 2009	Planning team	Not necessary to wait until all sites are completely inventoried to write/implement plans; inventories can be a part of the plan	
Plan approvals and publicity for staff and public	December, 2008 & December, 2009	Planning team	Assistance from PR director, Foundation, CAC, etc.	
Write outcomes and implement plans with an annual reporting process	January, 2009 and January, 2010	NR Staff		

Outcomes:

Management plans would be in place in order to better direct the district staff on natural resource tasks. Measurable outcomes will be included in the completed Resource Management Plans only after sufficient baseline data has been collected and analyzed.

Impacts:

Having a resource management plan will help guide us to better management practices, greater financial responsibility, and create sustainable areas for plants, wildlife and people.

CCFPD Action Plan: Natural Resource Management

Goal : Preserve, manage and increase all of the CCFPD’s natural resources.

Objective: Develop an inventory of potential land to acquire, buffers and inholdings that would be appropriate for purchase/easement if available.

Action Steps to Meet Objective	Target Date to be Operational	Action Item Leader	Resources, Background and Guiding Information for Actions	Progress Report
Identify and map potential land to acquire, buffers and inholdings that would enhance CCFPD sites if available for purchase.	January, 2007	NR staff, site superintendents		
Contact landowners informally as appropriate regarding potential land to acquire, buffers, easements and purchases.	As appropriate	Executive Director, Site Superintendents, NR Director	Intent is to make them aware of interest if sale is an option; intent is NOT to target or hasten sale process	
Identify potential funding from donors, foundation, grants as possibilities occur	As appropriate	Executive Director, NR staff, Site Superintendents		

Outcomes:

Increases the land holdings the District currently has and to further protect the land the District currently owns.

Impacts:

Further our mission in conserving the land for the citizen of the county.

CCFPD Action Plan: Historic Resources

Goal : Preserve, manage and increase CCFPD's historic resources.

Objective: Improve storage methods and maintain accreditation standards for collection stewardship.

Action Steps to Meet Objective	Target Date to be Operational	Action Item Leader	Resources, Background and Guiding Information for Actions	Progress Report
Find ways to improve monitoring and stabilizing of the collection environment	Ongoing	Museum Curator		
Develop plan for storage and preservation of oral history archive.	November, 2006	Museum Curator	MAC review	
Recommend items determined not a part of the collection plan for deaccession	September, 2007	Museum Director and Curator	MAC review	
Evaluate storage areas, space requirements and recommend improvements and/or additional facilities	January, 2008	Museum Director and Curator	Research and review with MAC	

Outcomes:

Ensure collections are available and accessible to present and future generations

Impact:

Provide proper physical storage, management and care for the collections.

CCFPD Action Plan: Historic Resources

Goal : Preserve, manage and increase CCFPD's historic resources.

Objective: Plan for the use and development of the collection.

Action Steps to Meet Objective	Target Date to be Operational	Action Item Leader	Resources, Background and Guiding Information for Actions	Progress Report
Evaluate, organize and develop plan for Hoskins collection	December, 2006	Museum Director and Curator	MAC review	
Complete collection review and identify gaps in the collection	June, 2007	Museum Curator	MAC Review	
Identify pieces for the hands-on collection.	September, 2007	Museum Curator	MAC review	
Study feasibility of access to collection online	March, 2008	Museum Curator	MAC review	

Outcomes:

Ensure the collections advance the mission of the museum and serve the public.

Impact:

Provides a means to evaluate the purpose of the collection and its relevance to the story of this area.

CCFPD Action Plan: Partnerships

Goal : Develop strong partnerships with individuals and groups in Champaign County.

Objective: Expand partnerships with groups and individuals.

Action Steps to Meet Objective	Target Date to be Operational	Action Item Leader	Resources, Background and Guiding Information for Actions	Progress Report
Do a reassessment of needs for volunteers throughout agency.	November, 2006	Vol Coordinator	Revisions shared in staff meetings/staff evaluations.	
Utilize Master Naturalist chapter that can provide volunteers	November, 2006	Vol Coordinator, NR staff	This group can be a great source of volunteers/partners for the agency.	
Plan a promotion to solicit volunteers.	April, 2007	Vol Coordinator, PR	Do in Spring-time, as people start thinking about working outside	
Encourage large project adoption by working with foundation on gift book	December, 2007	Deputy Director, Foundation		

Outcomes:

See an increase in the number of volunteer hours; gift book donations or other.

Impacts:

Volunteers develop a sense of understanding and ownership of the site. Costs are reduced because volunteers are assisting with projects. More work is accomplished because volunteers are assisting.

CCFPD Action Plan: Partnerships

Goal : Develop strong partnerships with individuals and groups in Champaign County.

Objective: Expand partnerships with similar agencies.

Action Steps to Meet Objective	Target Date to be Operational	Action Item Leader	Resources, Background and Guiding Information for Actions	Progress Report
Look for options to partner with like agencies on benefits, purchasing and other expenses	December, 2007	Deputy Director, HR	IPRA Joint Purchasing Program; Circle Group in Central Illinois	
Investigate new ways to partner with the university community/Parkland	December, 2008	Executive Director, Education Staff, NR Director		
Compile list of like agencies who share our vision and explore options for partnerships	December, 2008	Executive Director, Vol. Coordinator, NR Director		

Outcomes:

Develop one new partnership with a university or sister agency annually.

Impacts:

Provide expanded resources for both agencies to better serve customers, provide information sharing between different parts of the local community.

CCFPD Action Plan: Communication and Marketing

Goal : Communicate effectively with visitors, staff and Champaign County residents.

Objective: Increase public awareness of district facilities, programs and services.

Action Steps to Meet Objective	Target Date to be Operational	Action Item Leader	Resources, Background and Guiding Information for Actions	Progress Report
Enhance website and increase hits by 20%	June, 2007	PR		
Develop electronic newsletter for the public	June, 2007	PR	\$500 for software and other related items	
Develop an effective distribution strategy for brochures along with develop target audience address list.	November, 2007	PR	Work within regular operating budget; have dept heads supply group names that may be interested in having certain mailings.	
Increase current run of program brochures (7500) to 10,000 with 95% distribution	Increase each year to December, 2009	PR	Increase budget to \$10,000	
Redesign/revise all district brochures	October, 2009	PR	Funding \$20,000 for 10 brochures	
Continue/maintain quality exposure in mass media (radio, tv, print)	Through December 2009	PR	Use PSA and news coverage	
Continue paid advertising plan	Annually	PR	\$18,000 per year	
Develop a plan for wayfinding signage	November, 2007	Education, PR	This will be addressed in the interpretive plans and the general signage discussions.	

Outcomes:

100% of district brochures are revised ; Five brochures are revised per year; 50% increase in distribution location for brochures.

Impacts:

Increased publicity impacts visitation and revenue production, which allows for increases in services. Public is more knowledgeable about preserves; more "yes" votes in the referendum.

CCFPD Action Plan: Communication and Marketing

Goal : Communicate effectively with visitors, staff and Champaign County residents.

Objective: Improve internal communication between staff and sites.

Action Steps to Meet Objective	Target Date to be Operational	Action Item Leader	Resources, Background and Guiding Information for Actions	Progress Report
Reinstitute internal newsletter	January, 2007	PR	Staff support with articles and information; part-time employee support	
Develop, publish and follow through with an effective annual schedule for all staff (2/yr), interdepartmental staff(monthly), etc. meetings and trainings	January, 2007	Executive Director, HR	I changed the wording here to make this more specific - requires developing a plan for meetings (you may already have that). Combined the action step for all staff meetings (twice annually) into this one.	
Develop an effective intranet system for use by staff	December, 2007	PR	Will require assistance from a tech person, either on staff or on contract	

Outcomes:

Internal newsletter distribution to staff 9 times per year; Intranet system up and running; Designated number of staff meetings per year (each category).

Impacts:

Better understanding of each other's work roles; more knowledgeable about preserve system; better teamwork.

CCFPD Action Plan: Communication and Marketing

Goal : Communicate effectively with visitors, staff and Champaign County residents.

Objective: Market and increase usage of preserve facilities.

Action Steps to Meet Objective	Target Date to be Operational	Action Item Leader	Resources, Background and Guiding Information for Actions	Progress Report
Develop new ways to market campground and increase occupancy rates.	December, 2006	PR, Site Superintendent	Assistance from campground staff and part-time person	
Develop system to track/measure attendance	December, 2008	PR	Will require funds, staff, director assistance. There are accepted methods to track this. May decide to adjust timing on this one.	
Develop additional ways to market golf course and increase 18 hole rounds and par 3 rounds.	October, 2009	PR, Golf Course Mgr	Golf staff assist	
Increase museum visitation to 12,000	December, 2009	PR, Museum staff	Museum staff assistance, advertising, exhibit/implementation of interpretive plan?	
Market Env. Ed. Center to increase attendance	December, 2008	PR, Env. Ed staff		
Develop new ways to market Building Rentals and weddings to increase usage and revenues.	December, 2008	PR, HQ staff		

Outcomes:

Have an estimated attendance for all sites by 12/08; increase campground registration to 2,000 annually by 12/09; increase golf rounds to 40,000/yr by 10/09; increase annual revenue at museum to \$27,000 by 12/09.

Impacts:

Increased revenue means less dependence on tax dollars and more funds for projects. Marketing increases general knowledge of resources and sites.

CCFPD Action Steps Organized by Year: Employees & Facilities

Goal & Objective	2006	2007	2008	2009
Employees: Staff sites appropriately	Review org chart & clarify chain of command (11/06)	Seek alternative funding for new staff (1/07)		
	Develop agency staffing plan (11/06)	Review & implement added benefits		
	Propose/justify staff budget (11/06)			
Employees: Seasonal & part-time	Survey for job satisfaction (10/06)			
	Benchmark pay & benefits (10/06)			
	Propose pay increases if appropriate (11/06)			
	Seek new sources for seasonal/PT employees	Seek new sources for seasonal/PT employees	Seek new sources for seasonal/PT employees	
	Participate in 3 job fairs	Participate in 3 job fairs	Participate in 3 job fairs	
Employees: Training	Evaluate training needs as part of survey of seasonal/FT staff (10/06)	Explore local training resources (U of I, etc.)(4/07)	Develop a train-the-trainers program for appropriate topics (4/08)	
	Evaluate need for a training coordinator (11/06)			

Goal & Objective	2006	2007	2008	2009
Facilities: ADA		Contact consultants (9/07)		
		Inventory existing facilities (9/07)		
		Prioritized project list (9/07)		
Facilities: Inventory/Condition Assessment		Research/purchase maintenance management system (1/07)		
		Train staff & data entry for MMS (6/07)		
		Schedule for infrastructure rehab/replacement (9/07)		
		Energy audit completed (9/07)		
		Prioritize projects based on condition assessment and funding (12/07)		
Facilities: New				Feasibility of lodge at Dowell (1/09)
				Eval/mg LOW waterfall 1/09

CCFPD Action Steps Organized by Year: Funding & Education

Goal & Objective	2006	2007	2008	2009
Funding: Alternate Revenue & Partners	Define development plan w/foundation (12/06)	Task force to look at corporate partners (2/07)		
		Review user fees/new fee possibilities (12/07)		
Funding: Savings through Env. Action	Acquire fuel-efficient vehicles (12/06)	Streamline plan for vehicle use (2/07)		
		Energy audit (7/07)		
		Green report card in use (10/07)		
Funding: Referendum	Review of \$\$ needed through 12/09 (12/06)	Determine need for consultant for ref. planning (4/07)		
		Board determines need for referendum(6/07)		

Goal & Objective	2006	2007	2008	2009
Education: Ed/Interp Plan	In-house team to guide plan development (10/06)	Write plan scope for consultant bids (1/07)		
		Bids in for plan development (6/07)		
		Plan completed and implementation begins (11/07)		
Education: Nonpersonal interp/ed			Review/assign projects to be implemented from interp plan (1/08)	
			Task force to prioritize & implement technology recommended by plan (1/08)	
Education: Personal interp/ed		Expand school outreach (1/07)	Review/assign projects to be implemented from interp plan (1/08)	
		Hire seasonals for MF(05/07 & beyond)		
		Targeted programs for related professionals, i.e. Master Naturalist (6/07)		

CCFPD Action Steps Organized by Year: Outdoor Recreation & Natural Resources

Goal & Objective	2006	2007	2008	2009
Outdoor Rec: Trails		Implement existing LOW trail plan (6/07)		
		Conduct a trail inventory (8/07)		
		Develop trail plan for other preserves (12/07)		
	Support the acquisition and development of the Kickapoo Trail	Support the acquisition and development of the Kickapoo Trail	Support the acquisition and development of the Kickapoo Trail	Support the acquisition and development of the Kickapoo Trail
Outdoor Rec: HP-HP	Key objectives/purpose (10/06)			
	Web page/promotions (11/06)			
	Event series (11/06)			
		Partner with medical community as sponsors (2/07)		
Outdoor Rec: Off-Leash Area	ID appropriate area (12/06)	Preliminary criteria for usage, fees, etc. (1/07)		
		Seek friends to plan/fund/support (3/07)		
Outdoor Rec: LOW Peninsula Redevelopment			Collect staff ideas/suggestions (3/08)	
			Begin plan development with public input process (9/08)	

Goal & Objective	2006	2007	2008	2009
Natural Resources: Resource Mgmt Plans for sites	ID team to develop scope and guide plan writing (11/06)	Collect existing inventories, resources, reports (10/07)	Plans written for two sites (10/08)	Plans written for two sites (10/08)
	ID plan objectives & scope (12/06)		Plan approvals & publicity (12/08)	Plan approvals & publicity (12/08)
				Write outcomes for 2008 plans written and implement with annual reporting process (1/09)
Natural Resources: Land Issues		ID & map potential buffers (1/07)		
		Contact landowners informally as appropriate	Contact landowners informally as appropriate	Contact landowners informally as appropriate
		Plan for funding from donors, foundation grants, etc.	Plan for funding from donors, foundation grants, etc.	Plan for funding from donors, foundation grants, etc.

CCFPD Action Steps Organized by Year: Historic Resources and Partnerships

Goal & Objective	2006	2007	2008	2009
Historic Resources: Collection Stewardship	Monitoring/stablizing collection environment (ongoing)	Monitoring/stablizing collection environment (ongoing)	Monitoring/stablizing collection environment (ongoing)	Monitoring/stablizing collection environment (ongoing)
	Oral history archive storage/preserve plan (11/06)	Deaccession list (9/07)	Evaluate/improve storage (1/08)	
Historic Resources: Collection Use and Development	Plan for Hoskins Collection (12/06)	Complete collection review (6/07)	Look at feasibility of online access to collections (3/08)	
		ID pieces for hands-on collection (9/07)		

Goal & Objective	2006	2007	2008	2009
Partnerships: Grps & individuals	Assess need for volunteers (11/06)	Encourage large project adoption work/w foundation on gift book (12/07)		
		Plan promo for vols based on staff needs (04/07)		
	Develop & support master naturalist chapter for vols (11/06))			
Partnerships: Like agencies		Look for options for partnering on benefits, purchasing, etc. (12/07)	New partnerships with university community (12/08)	
			Create list of like agencies who share our vision and explore options for partnerships (12/08)	

CCFPD Action Steps Organized by Year: Communication and Marketing

Goal & Objective	2006	2007	2008	2009
Communication/Marketing: Public Awareness		Enhance website hits by 20% (6/07)		
		E-newsletter for public (6/07)		
		Brochure distribution strategy (11/07)		
		Increase # of brochures distributed (12/07)	Increase # of brochures distributed (12/08)	Increase # of brochures distributed (12/09)
				Redesign/revise all District Brochures
	Continue mass media exposure (12/06)	Continue mass media exposure (12/07)	Continue mass media exposure (12/08)	Continue mass media exposure (12/08)
	Continue paid advertising	Continue paid advertising	Continue paid advertising	Continue paid advertising
		Develop a plan for wayfinding signage with interp plan (12/07)		
Communication: Internal Communication		Reinstitute internal newsletter (1/07)		
		Annual schedule of mtgs/trainings (1/07)		
		Intranet for staff (12/07)		
Communication/Marketing: Increase usage of facilities	Market campground & increase occupancy (12/06)		Develop system to measure attendance (12/08)	Market golf course & increase rounds (12/09)
				Increase museum visitation to 12,000 (12/09)

Monitoring and Reporting Plan Progress

Action Item Assignments

- Director and Deputy Director serve as plan champions and are responsible for assigning action items to staff, talking with staff about individual progress on action items, and assisting with getting resources needed for completion of action items.

Quarterly

- One staff meeting per quarter for department heads will focus on the strategic plan. Individuals who have been assigned responsibility for completion of plan action steps will provide a verbal and short written report on action step progress at that staff meeting.
- Written report can be a short summary typed in the “Progress Report” section of the electronic copy of the plan, provided by the facilitator as an Excel document or it can be some other format as agreed upon by staff.
- One individual is assigned responsibility to take written reports and compile them into a simple strategic plan update organized by goal. That update is then distributed to all staff through memo, internal newsletter or other means.
- Strategic plan update is shared with Citizen’s Advisory Committee, Commissioners, Foundation Board and other entities as appropriate by Director, Deputy Director and/or Public Relations Coordinator.

Annually

- Planning team reassembles prior to budget preparation for the next year under the direction of the Director and Deputy Director to review the whole plan. This can include additions/deletions based on the current situation of the agency.
- Plans are used to assist in developing proposed budget for the agency.
- One staff member is designated to prepare a summary of plan progress for the year that can be shared with all staff, with the CAC, Commissioners, Foundation Board and the public.

In Three Years

- The planning process should be reviewed and repeated in a similar fashion to 2006. Mission, vision, and guiding principles may not need changing, but they should be examined. Goals may remain the same or others may rise to the surface as higher priorities.

Appendix

Strategic WHAT???

Being *strategic* means three things:

- being aware of our resources (natural, cultural, staff, facilities.....)
- being clear about our objectives
- putting those objectives and resources to work in response to the existing--and
- potentially changing--environment (changing political, social, economic, technological
- needs and concerns, etc.

Strategic Planning Is.....

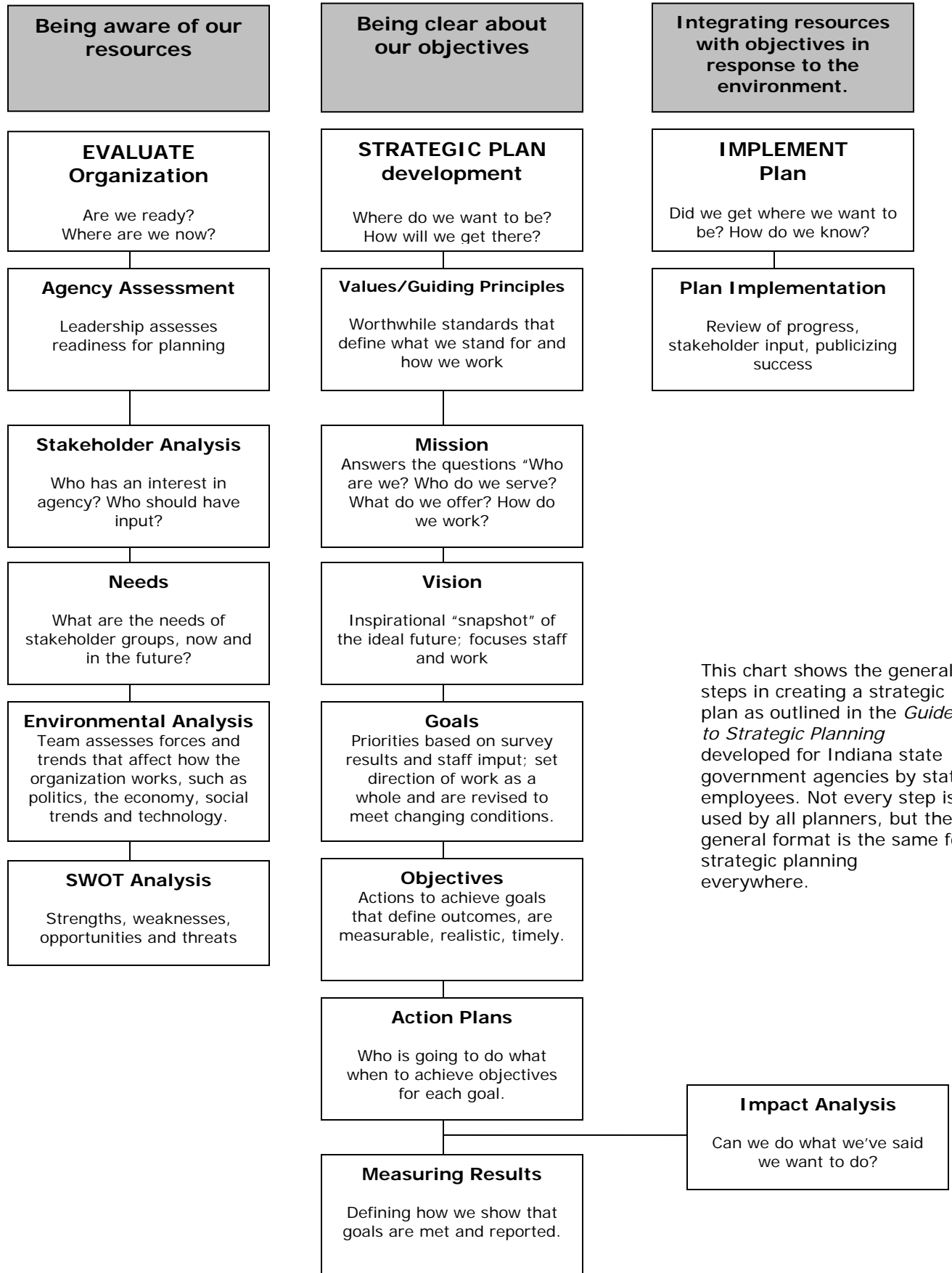
- A management tool to help an organization do a better job.
- An opportunity to see strengths, weaknesses, possibilities and concerns.
- An opportunity to hear from staff and stakeholders at all levels.
- An opportunity to better understand the needs of our staff, visitors and other “stakeholders.”
- An opportunity to “think outside the box” and question the status quo.
- A way to align resources with customer and staff expectations.
- A way to operate more efficiently by prioritizing needs and resources.
- A continuing process of organizational transformation.
- A way to inspire, motivate and empower staff.
- Action oriented.
- A way to build a shared vision that is values-based.
- A way to help measure progress and accountability on agreed-upon issues and concerns.
- A process that is never finished!

Strategic Planning Is NOT.....

- A cure for all organizational problems.
- A series of edicts or rules to make everyone operate exactly the same way.
- A policy manual.
- A document designed to increase paperwork.
- An attempt to limit creativity or prevent responsiveness to new ideas and issues.
- Developing a mission, vision, values, goals, etc. that are set in concrete.

----Excerpted from Indiana State Parks and Reservoirs Strategic Plan, 2004

Overview of Strategic Planning



This chart shows the general steps in creating a strategic plan as outlined in the *Guide to Strategic Planning* developed for Indiana state government agencies by state employees. Not every step is used by all planners, but the general format is the same for strategic planning everywhere.

Participants in Agency SWOT Analysis*

<u>Name</u>	<u>Agency Role</u>	<u>Name</u>	<u>Agency Role</u>
Ruth Wene	Commissioner	Tom Pike	LOW, Site Super
Bob Toalson	Commissioner	George Bales	LOW, Maint. Worker
Vern Zehr	Commissioner	Brian Decker	LOW, Maint. Worker
Ruth Green	Commissioner	Clint Schaffer	LOW, Asst. Site Super.
Jerry Pagac	Executive Director	Wendy Israel	Env Ed. Coordinator
Jan Plotner	Business & Finance/Deputy Dir.	Pam Leiter	Env. Ed. Prog. Specialist
Andee Chestnut	Public Information Director	Sally Prunty	Planning Director
Larry Beckett	Botanical Gardens Supervisor	Kim Horbas	Volunteer Coordinator
Kate Green	Part-time Garden Worker	Mary Beck	Risk Mgmt./Personnel
Dan Olson	Natural Resources Director	Tonya Maier	Administrative Assistant
Jeremy Shafer	Natural Resources Specialist	Vickie Thompson	Financial Assistant
Mike Daab	Natural Resources Technician		
Andrea Consalus	Natural Resources Part-Time		
Cheryl Kennedy	E. A. Museum Director		
Barbara Garvey	Early American Museum/Curator		
Charlsie Tice	Programs Coordinator		
Bryan Stevens	Construction Manager		
Vincent Gustafson	Construction Worker		
Andy Little	Construction Worker		
Dave Torrens	Golf Course Director		
Dave Huber	Golf Professional		
Matt Kuntz	Middle Fork, Asst. Site Super.		
Brian Taylor	Homer Lake, Site Super		
Roy Woodmansee	Homer Lake, Asst. Site Super.		

Planning Retreat Participants*

<u>Name</u>	<u>Agency Role</u>
Ruth Wene	Commissioner
Vern Zehr	Commissioner
Jerry Pagac	Executive Director
Jan Plotner	Deputy Director – Business & Finance
Andee Chestnut	Public Information Director
Larry Beckett	Botanical Gardens Supervisor
Dan Olson	Natural Resources Director
Bryan Stevens	Construction Manager
Barbara Garvey	Early American Museum Director
Dave Torrens	Golf Course Director
Brian Taylor	Homer Lake Site Superintendent
Tom Pike	Lake of the Woods Site Superintendent
Wendy Israel	Environmental Education Coordinator
Sally Prunty	Planning Director
Kim Horbas	Volunteer Coordinator
Mary Beck	Risk Management/Personnel
Bob Espeseth	Foundation

*A representative from the Citizen's Advisory Committee was invited but unable to attend

Plan Facilitator Contact Information:

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 Greenwood, IN 46143
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Sample Public Survey Questionnaire

Planning the Future of Champaign County Forest Preserve District

We are developing a strategic plan to guide us in providing the best programs, facilities and services over the next three years. You can help by completing this brief survey and returning it to CCFPD headquarters or one of our forest preserve district facilities.

1. What do you like most about your Champaign County Forest Preserves (List up to three things.)

- 1.
- 2.
- 3.

2. How could Champaign County Forest Preserve District (CCFPD) improve EXISTING programs, facilities, services or operations? (Please list up to three.)

- 1.
- 2.
- 3.

3. What NEW projects, programs, facilities or services would you like to see CCFPD add? (List up to three.)

- 1.
- 2.
- 3.

4. How often do you visit the county's forest preserves?

- Most days of the week Once a month
 Once a week A few times a year
 Almost never Other: _____

If you answered almost never, please explain:

5. When I visit, it is mostly

- On my own With friends
 With my children With a group
 With my grandchildren Other: _____
 With my spouse



6. Tell us how we are doing. Please rate ONLY those existing facilities/programs that you use. If you visit a specific site, list that under "location." Place an X in the appropriate rating category for each facility/service.

Program/Facility	Location/Preserve	Excellent	Good	Average	Poor	Failing	Comments
Biking/hiking trails	_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Fishing	_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Swimming	_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Boating	_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Early Amer. museum	_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Environm. Ed. Center	_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Golf course	_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Rental shelters/pavilions	_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Campground	_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Botanical garden	_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Education programs	_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Website	_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Resource mgmt efforts	_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Other _____	_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____

7. Please use the back page for any additional comments. Thank you for assisting us with our planning process!

Summary of Survey Results

Note: This summary includes 47 surveys. Numbers in this first section represents the number of people who mentioned a listed feature of CCFPD as a feature they liked. Responses to questions two and three (what could be improved and what new features would you like to see) are listed in the same way.

What do you like about CCFPD?

Golf Course	15
Undisturbed open space/natural areas	11
Museum (1-history; 1 PioM Staff)	9
Hiking Trails	8
Bike path	7
Picnic shelters/areas	6
Botanical Gardens	6
Environmental Ed Programs	5
Wide variety of programs/services	5
Close to home	5
Preservation & maintenance	5
Lakes/Water	3
Birds/Wildlife	3
Kid's Play Area	3
Fishing	3
Golf Course Pro Shop Staff	2
Welcoming staff; excellent resource people	2
Lake of the Woods	2
Cost	2
July 4th Celebration	1
Golf Course Maintenance Staff	1
Golf Course Concession Staff	1
Middle Fork Campground	1
Prairie preservation	1
Preservation of old buildings	1
Size - good for leisure drives	1
Rental pavilions	1
Opportunities to volunteer	1
Cleanliness	1
Cabin	1
Boating	1
Botanizing	1
The planning/development	1
Campground host	1
Convenient store hours	1
Organized activities	1
Duration	1
River Bend	1
Peaceful	1

How could CCFPD improve existing programs, facilities & services?

What new facilities, programs, services should CCFPD consider?

(These two are merged.)

Golf Course Related:

More landscaping/gc beautification	6
New pro shop/clubhouse	4
Dredge ponds	3
Fix ponds on golf course	3
TV/VCR in snack bar	3
Charge less for facilities	2
Finish projects on golf course	2
New cart shed	2
Senior tees	2
Better weed control on course	1
Finish golf cart paths on course	1
Fix fountains in ponds	1
Keep sand traps in good shape	1
Kitchen in upstairs mtg room	1
More ball washers	1
More snack/clubhouse help	1
New snack bar w/supply room	1
Parking lot	1
Plant more trees on course	1
Schedule for twilight golf-eliminate bottleneck at #1	1

General/All CCFPD

Swimming again at LOW with beach	6
Get more land/more FPD	6
More Programs for adults, community	4
More publicity (1-Esp. Mahomet)	3
Swimming - add a pool	3
More play areas for kids (1-LOW; 1-Riverbend PreK)	3
Add more flowers, etc, to park	2
Foot/bike access to LOW & RB from town	2
Existing programs are great!	2
Fun family & fundraising events	2
Longer paddle boat rental times	2
More activities & facilities nearer	2
More hiking trails	2
Tree identification	2
New exhibits at EA Museum - hands on	2
Add bird observation area	1
Bathrooms	1
Bird feeding/viewing room at LOW	1
Buffalo Trace trails confusing	1
Close some of paths in Dowell property	1
Create more nondevelopment zones around natural areas	1
Cross country skiing	1
Do EE with all activities	1
Entrance	1

FT horticulture outreach	1
Have a fall trout fishing program	1
Interpretation throughout golf course	1
Keep seed in birdfeeders	1
Limit public rec programs	1
Local wildflower ID class	1
Longer kids programs	1
Lower camping fee at Middle Fork	1
More habitat areas away from busy activities	1
More staff	1
More weeding/eliminating invasives	1
Morning/evening walkers club	1
New EE center	1
Open air pavilion at gardens	1
Open longer hours	1
Programs on resource mgmt	1
RB-trail along the river	1
Rec: hiking, biking, fishing progs.	1
RV-mileage markers & "you are here"maps	1
Small cabin rental (instructor led camping)	1
Summer camp	1
Support master naturalist program	1
Support/improve EA Museum	1
Winter wildlife programs	1
You're doing fine	1
Bring back experienced host	1
Convenience at store	1
Remove snakes in lake	1
Bring back amphitheater activities	1
Campsites with direct hookups	1
Programs for Seniors (golf-hiking)	1
More bike paths/add to bike path	1
Tennis Court at LOW	1
Mini-golf at LOW	1
Ice skating	1
Continue Riverbend project	1
Homeschool programs during day	1
Ongoing approach to getting/acting on feedback	1
Endowment initiative	1
Maintain existing facilities/"creature comforts"	1
Meet w/leaders in Rantoul & St. Joe-form partnerships	1
Plan for tax referendum	1
Emphasis creating greenways	1
Live entertainment in the woods	1
Family Jamboree Day-lots of kid activities	1
Tent camping closer to C-U	1
Improve path thru Stinham Wds to Dear Hollow	1
Subdivision	1
to reach these folks	

Visit Patterns

FREQUENCY						
Most Days	Once a week	Once a month	Few times/yr	Almost never	Other	
16	10	6	8		6	
ACCOMPANIED BY						
On own	W/Children	W/grandch	W/friends	W/group	W/spouse	Other
20	12	3	13	5	16	2

Demographics Summary						
AGE						
Ages 5-12	Ages 12-18	Ages 18-23	Ages 24-44	Ages 45-62	Ages 63-80	Ages 81-up
		1	13	17	12	1
RACE						
Caucasian	Afr-American	Hispanic	Asian	Other-1		
40				Homo sapiens - 1		
				Not marked - 6		
EDUCATION						
Less than HS	HS or GED	Some college	College grad	Post grad	Other	
	4	1	16	21	Not marked - 5	
INCOME						
Less \$10,000	\$10K-\$19.9K	\$20K-\$29.9K	\$30K-\$49.9K	\$50K-\$99.9K	\$100K -more	Other
	1	4	6	15	8	\$1/yr
						Not marked - 12

Program/Facility	Excellent	Good	Average	Poor	Failing	Comments
Bike/Hike Trails	16	14	5	1		Need more trails; support/maintain trails at LOW; excellent at Homer Lake; Oak Bur Trail grass was 2 ft high on 6/16/06; LOW-very enjoyable; LOW -extend bike path; Trail maps are often incorrect
Fishing	4	6	6			Mahomet great place to fish
Swimming				2	6	Middle Fork -really nasty water; MF-water too low
Boating	2	5	2	1		LOW-wish there was more open time
EA Museum	18	13				Support/improve this!; New exhibits please; Rotating exhibits keep me coming back
EE Center	3	3	1			Amazing presentation for what they have to work with; desperate need of new building
Golf Course	17	9	1	1		Average due to bad ponds; fairways/greens well-maintained; should be self-sustaining through greens fees; More ballwashers and flowers; plant trees; renovations taking longer than timeline said
Rental shelters/pav	12	8	1		1	Too much money; Rotary Hill kitchen - very nice!
Campground	3	2	1	1	1	MF-Too many parties
Botanical gardens	16	10				Beautiful; could offer more garden adventures; support/maintain this; Love it! Love it! Love it!; Love the water and interactive fountains
Education programs	8	5	2		1	Ecoadventures excellent; best assemblage state wide of EE providers; Failing rating is at Middlefork
Website	2	2	6			Would love to see more frequent event updates; needs regular updating
Resource mgmt	3	6	3		1	Good at Homer Lake; keep up good work; Excellent at River Bend, Middle Fork
Paddle Boating			1			Needs to be open more than one day per week
Other: Sledding		1				
Other:	1					Nice that they have shade (LOW)

Note: This summary includes 47 surveys. Numbers represent the totals of all individual surveys for each facility/ranking. For example: 16 people ranked hiking/bike trails as excellent, 14 ranked them as good, 5 ranked them as poor and none ranked them as failing. Not all surveys ranked every facility.