

MAC Recreation
District

Strategic Plan
2017-2022

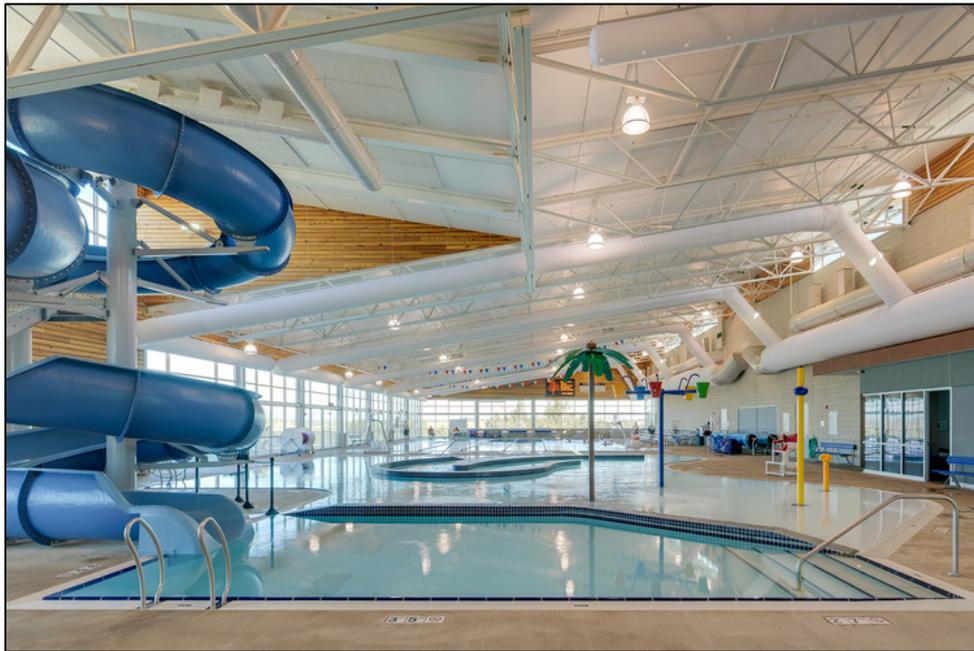
Adopted
May 2017



Management Team

Joe McHaney, Executive Director
Gregg Markwardt, Aquatic & Recreation Director
Tim Nelson, Aquatic Manager
Michelle Camphouse, Office Manager
Lauren Simmons, Community Relations Director

The MAC Recreation District (MACRD) owns and operates the Madras Aquatic Center, created in 2008. Specializing in the development of aquatic and out of water recreation activities, the MACRD is governed by a five-member, elected board of directors and managed by a district executive director. The MACRD is a special tax district, separate from the City of Madras, with its own boundaries. Online information is available at macrecdistrict.com





MAC Recreation District

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March 2017

The MAC Recreation District Board of Director's are responsible for general oversight of district operations through supervision of the Executive Director, policy development, and long-term planning that is aligned with the district mission, vision and needs of the patrons of the district.

Working with Special Districts Associations of Oregon (SDAO), the MACRD Board of Director's goal in fiscal year 2016-2017 was to develop a 5-year strategic plan, which would be updated annually based upon the district financial position, community needs, policy decisions and accomplishments associated with this plan.

A work session was held in September 2017 with SDAO officials, who presented ways to help the MACRD Board and management team create a strategic plan. Emphasis was placed on a community input session, which was held on November 28, 2016. It was well attended and the input received varied, but also aligned well with the MACRD mission. That meeting, coupled with staff insight, management brainstorming and conversations with public officials gave the MACRD guidance in forming goals, objectives and strategies over the next five years.

The MACRD Board provided a two-person committee to work with the MACRD Executive Director over several months to produce the inaugural MACRD 5-Year Strategic Plan. The MACRD approved the plan on April 17, 2017.

The Strategic Plan will inevitably be refined and is considered a working document, but a guideline to help the MACRD Board and MACRD Executive Director achieve goals over the next five years. Annually, the MACRD will host 1-2 public meetings to gather information on the progress of the Strategic Plan, collect data, assess needs and to hear overall input on the status and future goals of the MACRD.

The strategic plan includes two 5-year budget projections. One budget in the event the 5-year local option levy is not renewed in November 2017, and another in the event that the local option is renewed. It is of top priority for the MACRD to provide transparency and strong financial stewardship, and much of the Strategic Plan is focused on budgeting properly for financial sustainability.

Finally, as the Strategic Plan gets further refined, it will continue to display for the staff and the community the various ways in which the MACRD plays a vital role for Madras and the surrounding communities that the MACRD can truly advance the good life through recreation programming.

Joe McHaney,

MACRD Executive Director

MACRD's Mission

To promote long term community vitality and increase healthy lifestyles for individuals, families, and communities. This is accomplished by providing fun, affordable, and safe aquatic fitness, sport, health, and recreation services.

MACRD's Vision

To be the hub of a vibrant and healthy community



MACRD Strategic Plan Goals

(Fiscal years Ending 2018-22)

- 1. Maintain current resources and assure the MAC Recreation District operations are financially sustainable to 60% cost recovery by 2022.**

By maintaining existing resources, and leveraging those resources with grant and sponsorship dollars, the MAC will work to follow closely to its cost recovery plan to achieve 60% cost recovery outside of tax dollars. In addition, priority will be placed on reserves and contingency funds in the event of an economic downturn or unforeseen expenses.
- 2. Prioritize Madras Aquatic Center maintenance and safety, both budgetarily and operationally.**

In order to ensure maintenance and safety, budget priorities will be placed in these line items to adequately fund the needs. Maintenance repair plans and safety plans will be developed to aid staff in creating a safe environment for patrons and employees of the MAC and MAC Recreation District activities.
- 3. Maintain high quality programs, and strive to increase program participation by 10% per fiscal year**

The MACRD strives to provide high quality programs, and will seek to increase revenues by increasing participation. Strategies will be developed in marketing to attract users, and plans will be implemented to grow partnerships and increase the District's ability to place quality staff within the programs.
- 4. Balance current programming with the desire to meet the growing needs of community members with existing resources.**

The MACRD will seek to expand programming to meet more needs of the community within budget priorities. Programs will be identified through a process involving stakeholder input, feasibility study and financial or business plans to ensure any expanded programming fits with MACRD's mission/goals.
- 5. Explore expansion projects for the MAC and/or expand by obtaining other facilities, parks in the community.**

The MACRD will seek to expand its facilities by looking first at the MAC, and also exploring opportunities with other facilities or parks within the district boundaries. Stakeholder input, feasibility studies, business and financial plans will all be developed for any expansion project.

MACRD's Core Values

Community

We believe community's value for the MAC Recreation District and its services is the cornerstone for sustainability and the value is maintained by addressing needs with top quality services.

Excellence

We believe in continually monitoring and improving services, our partnerships, safety and operations, and financial performance.

Investing in Sustainability

We believe to prosper as a community resource, we must create, maintain and align financial, environmental, employee, volunteer and infrastructure capacity with district and public need.

Partnership

We believe in contributing to the well-being of our employees, volunteers, communities, businesses and government to achieve mutual goals.

Integrity

We believe our actions and decisions must reflect the highest ethical and professional standards.



MACRD's Operating Principles

Community Owned

We build community ownership by maintaining good relations with communities we serve, partners, volunteers and employees based on a sense of pride, engagement, mutual respect, transparent communication, and sharing common objectives.

Sound Management

We manage in ways that foster orderly growth and lead to sustainable investment strategies.

Effective

We maintain effective service performance by operating with clear standards of excellence, supporting appropriate performance, and achieving targeted objectives.

Safety

We protect the health and safety for those receiving services, volunteers, partners and employees.

Skills & Attributes

We support training and professional development for our employees and volunteers.

Innovation

We encourage initiative, innovation and entrepreneurship, thereby providing opportunities for greater services and helping the MACRD achieve its objectives.

Environmental Role Model

We research and invest environmentally sound practices and infrastructures.

Customer Service

We excel and take pride in providing excellent customer service.

MAC Recreation District History

In the mid-2000s, community members of Madras worked together to establish the Madras Aquatic Center, an attempt at establishing a community pool once again, despite failed attempts over decades. At this time, Jefferson County ranked near the bottom in statewide health statistics, and those spirited individuals felt an aquatic center could greatly help provide recreation offerings for the public, and swim education due to continued drowning accidents on local canals and lakes. With aid from the Bean Foundation and a strong desire to build a pool in Madras, the citizens were able to make a dream of owning an aquatic facility, a reality.

The Madras Aquatic Center was established and formed under ORS Chapter 266 in March of 2004. The district boundaries, identical to the Jefferson County School District 509-J, included Madras, Metolius and Warm Springs. Voters then passed the formation order in November 2004, passed a .25 per \$1,000 in property tax base to operate the facility and approved an \$8.1 million bond to build the MAC. Designed by OPSIS Architecture, the MAC features a 25-yard, 6-lane pool, a leisure pool with splash toys, 19-foot water slide, spa pool, multi-purpose room, locker rooms and office space located on a parcel of land donated by the Bean Foundation on the Eastern foothills of Madras. Construction was completed in December of 2007 and in January of 2008, the MAC opened its doors for business.

For several years, the MAC operated, but struggled financially due to a major decline in the national and local economy. It became clear that .25 per \$1,000 in property value was not enough to fund MAC operations properly. Financial struggles declined to the point of having month-long shut downs; however, Central Oregon Seeds Inc. was able to help keep operations open with financial support.

In 2012, the MAC Board of Directors passed a resolution to seek a 5-year operating levy of .40 per \$1,000 in property value after community groups, the Bean Foundation and local business leaders felt it was imperative for the MAC's survival. The levy was turned down by voters in November of 2012. Shortly after, the Bean Foundation helped fund a needs assessment study done by the University of Oregon. The study provided key information to the MAC Board of Directors that recommended that the District increase programming to help offset cost of operation the pool.

An enthusiastic group of citizens formed a Political Action Committee to support another election to increase funding for the MAC, and in May of 2013, the voters approved a 5-year operating levy of .40 per \$1,000 in property value for the MAC so that it could stay open 12 months a year and offer additional recreational events and programming. With a vested interest in the MAC, the Bean Foundation also provided a 5-year grant to help with out-water

recreation in the amount of \$180,000. The grant helped purchase equipment to draw interest and fund recreation staffers to begin goals of sustainable recreation programs.

Since May of 2013, the MAC has been able to stabilize financially with the additional funds. Expanded out of water programming has blended with in-water programs to provide affordable recreation activities to meet the growing needs of the communities the MAC Recreation District serves. Over the past three years, the MAC Recreation District has seen a dramatic spike in usership in activities across the board. In 2015-2016, participation increased by 65% overall, and recreation swims continued to trend upwards. The MAC Recreation District offers the following programs:

In-Water Programs

Club Swimming
509J Swim Lessons
Aqua Aerobics
Aquatic Heeling
Lifeguard Classes

Club Water Polo
Youth Swim Lessons
Recreation Swimming
Personal Training

Masters Swimming
Adult Swim Lessons
Mommy & Me
Lap Swimming

Out-Water Programs

Adult Basketball
Youth Basketball
Club Volleyball
Open Gyms

Adult Indoor Soccer
ASA Softball
Softball Tournaments
Tackle Football (Fall '17)

Flag Football
Youth Soccer
10K/5K Runs
Workout Classes

It should also be noted that the MAC Trust, a foundation that helps provide scholarship and special project funds, has aided the MAC tremendously since its creation in 2008. MAC Trust Board members and community members have hosted numerous fundraisers each year, and purchase needed equipment for the MAC and MAC Recreation programs, and provide a large pool of scholarship funds for those in need.

Through survey work, feedback, and community scoping, the MAC Recreation District is now leaning on a 5-year strategic plan to guide the district moving forward. As community needs grow, the MACRD seeks to balance expansion needs and continue to care for current assets.

Goal 1**Maintain current resources and assure the MAC Recreation District operations are financially sustainable to 60% cost recovery by 2022.**

	OBJECTIVE	STRATEGY	LEAD	TIME FRAME	MEASURABLE
1.1	Maintian existing resources, and leverage by applying for 3-5 grants per year	1.1.1 Develop a work plan and timeline for submitting and passing a local option levy at the Nov. 2017 elecetion	BOARD	May 1, 2017	Levy
		1.1.2 Apply for grants for operations, capitol, special projects, maintenance	ED, RC. CC, FM	Ongoing	Grant Application
1.2	Follow, achieve Cost Recovery Plan to 60% or higher	1.2.1 Annually update, evaluate cost recovery plan; adjust accordingly	ED, BOARD	Annually (March)	Cost Recovery Plan
1.3	Establish a reserves of \$50-75K per year to address significant mechanical failure and/or major reduction in revenue	1.3.1. Prioritize annual budget to allocate \$50-75K per year for reserves	ED	March, 2018	Reserve Amounts
1.4	Create a sponsorship plan to aid revenues by \$10-15K/year	1.4.1 Develop a plan to seek sponsoships for MACRD programs, such as team sponsorships, banner ads, etc.	ED, RD, CRC	March, 2018	Sponsorship Revenue
1.5	Enhance scholarship program by 15% per fiscal year	1.5.1 Strengthen fundraising opportunities with MAC Trust	ALL	Ongoing	Scholarship Funds

Goal 2

Prioritize Madras Aquatic Center maintenance and safety both budgetarily and operationally.

	OBJECTIVE	STRATEGY	LEAD	TIME FRAME	MEASURABLE
2.1	Identify annual maintenance needs and allocate enough funds to maintain the MAC	2.1.1 Adjust budget priorities to first ensure maintenance resources are viable	ED, FM, BOARD	April, 2017	Maintenance Resources
		2.1.2 Develop a plan to identify machinery, pool component life spans to allocate funds accordingly for replacements	FM	March, 2018	Lifespans
2.2	Develop a plan to make critical repairs in five days, and acquire backup parts for future repairs	2.2.1 Budget to purchase backup parts	ED	March, 2018	Repair Time Resources
		2.2.1 Increase maintenance staff to 1 FTE by March 2019		March, 2019	Maintenance Staff FTE
2.3	Create a safety committee to work for a 95% injury-free facility	2.3.1 Develop, implement a safety plan for employees, patrons that meets OSHA guidelines	FM, ED	Fall 2017	Injury Free Ratio
2.4	Lifeguard to a 30-1 ratio and to provide coverage to all blind spots in the MAC	2.4.1 Establish lifeguard procedurs to ensure 30-1 ratio, and meets Red Cross standards	AM	Ongoing	Lifeguard Ratio
		2.4.2 Prioritize budget to ensure funding is in place for lifeguard priorities	ED	Ongoing	Resources

Goal 3**Enhance current programs and increase program participation
by 10% per fiscal year**

	OBJECTIVE	STRATEGY	LEAD	TIME FRAME	MEASURABLE
3.1	Increase participation in current programs by 15% per activity	<p>3.1.1 Develop a marketing plan to attract, educate and inform public of all MACRD programs</p> <p>3.1.2 Ensure program affordability by increasing revenue opportunities for all programs through the use of sponsors, grants and donations</p> <p>3.1.3 Seek ways to attract users in various ethnic groups for a 5% increase per year</p>	<p>CRC</p> <p>RC</p> <p>ED/RC</p>	<p>Fall 2017</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Participation Numbers</p> <p>Ethnic Numbers</p>
3.2	Expand program partnerships by 3-5 per year	<p>3.2.1 Grow partnerships with health care entities, and other community organizations</p> <p>3.2.2 Develop a plan to host recreation programs in Warm Springs</p>	<p>RC/ED</p> <p>RC</p>	<p>Ongoing</p> <p>March, 2018</p>	<p>Partnerships</p> <p>Programs at Warm Springs</p>
3.3	Establish a user approval rating of 90% or higher	<p>3.3.1 Establish a program-end survey</p> <p>3.3.2 Strengthen program coaching, officiating, and staffing</p>	<p>ED, RC</p> <p>CRC</p> <p>RC</p>	<p>March, 2018</p>	<p>Approval Rating</p>

Goal 4

Balance current programming with the desire to meet the growing needs of community members with existing resources.

	OBJECTIVE	STRATEGY	LEAD	TIME FRAME	MEASURABLE
4.1	Produce a feasibility study to expand by 1-3 programs per year, while meeting cost recovery and maintaining budget priorities	4.1.1 Evaluate current programs, scope stakeholders to help evaluate and identify other programs needed	ALL	Ongoing	Program Expansion
		4.1.2 Evaluate opportunities to expand, particularly with seniors and health care partnerships	RC, ED	Ongoing	Program Expansion
3.2	Produce business plan to acquire Kids Club of Jefferson County	3.2.1 Acquire without subsidizing with tax dollars, rather running program at 100% cost recovery	RC/ED	2017-2018	Kids Club Merge
		3.2.2 Scope stakeholders	ED/Board		Input
		3.2.3 Develop plan for transition	ALL	2017-2018	Transition Plan
3.3	Seek opportunities to acquire other programs that fit within mission and vision of MACRD	3.3.1 Work with stakeholders to determine needs/wants of community members 3.3.2 Ensure all acquisitions meet MACRD mission/vision/cost recovery guidelines	ALL CRC RC	Ongoing	Acquisitions

Goal 5

Explore expansion projects for the MAC and/or expand by obtaining other facilities, parks in the community

	OBJECTIVE	STRATEGY	LEAD	TIME FRAME	MEASURABLE
5.1	Obtain the Westside Community Center and Juniper Hills Park	5.1.1 Work with Bean Foundation to develop a feasibility/business plan for acquisition of Westside.	ED	2021-2022	Plans
		5.1.2 Work with Jefferson County to develop a transition plan	ED/RC	2021-2022	Transition Plan
		5.1.3 Scope stakeholders to develop programs, services and entities to be placed at Westside and Juniper Hills	ALL	Summer 2021	Stakeholder Needs
		5.1.4 Seek funding opportunities for park and community center operations	ED	2019	Funds
5.2	Assess opportunities to expand MAC facility	5.2.1 Scope stakeholders to prioritize possible projects, such as gym space, food court, expanded play area, etc.		March, 2018	Stakeholder Input
		5.2.2 Develop expansion plans, funding plans and business plans	ALL	March, 2019	Plans
5.3	Seek opportunities to acquire other facilities, parks or land that fit within the MACRD mission and vision	5.3.1 Evaluate opportunities as they exist, develop business, financial plans from staff, board and stakeholder input	ED, BOARD	Ongoing	Acquisitions
		3.3.2 Ensure all acquisitions meet MACRD mission/vision/cost recovery guidelines	BOARD	Ongoing	