

**Board of Directors  
Work Session & Business Meeting**

**Monday, March 21, 2022 6:00 pm**

**Madras Aquatic Center  
1195 SE Kemper Way  
Madras, Oregon 97741**



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**Board members present:**

Jinnell Lewis, Deanna Seibold, and Teresa Baggett attended in person.  
Lindsay Foster-Drago and Jillisa Suppah were absent.

**Staff Members present:**

Courtney Snead, Executive Director, Payton Kryla, Aquatics Manager, and  
Shawna Hicks, Recreation Manager attended in person.

**Visitors:**

None.

**WORK SESSION, 6:00PM**

1. Board Chair Lewis convened the work session at 6:05p.m.
2. Local option levy updates (*standing item*)

Board Chair Lewis gave an update on her progress with starting the local option levy political action committee (PAC). She has talked with quite a few folks who are supportive of the effort, but do not have time to dedicate to the PAC. One member of the budget committee has offered to help and recruit others, and Board member Suppah also agreed to help with the PAC. A meeting will be set up soon, with the first order of business being setting up the bank account and working to get donations for the campaign, mailers, etc.

Executive director Snead noted that the district's attorney is working on the timeline for board action on the levy and will also be developing the language required for the resolution and associated ballot language that the board will approve.

3. Review various budget-development related topics
  - a. Second review of FY2022-23 budget assumptions (*memo*)

Executive director Snead reported that this is a second look at the proposed budget assumptions for the FY2022-23 budget that staff is developing. The board received a report at the last work session, and staff has made a few updates since the last meeting. Snead outlined three goals for the budget,

including retention of staff for consistency, growth of aquatic and land-based programming with quality and consistency, and focusing on strategic marketing and advertising. Assumptions were presented regarding revenues and expenses as presented in the memo included in the board packet.

Chair Lewis asked if there was any update on the HVAC system. Executive director Snead said she is looking for funding to see if we could find outside support for funding the project, with the goal of fixing the system before the end of this fiscal year.

Board members were generally supportive of the assumptions presented. Executive Director Snead said that the assumptions memo would be included in the budget packet for the budget committee.

b. Proposed wage/pay scale for FY2022-23 (*pay scale*)

Executive director Snead reviewed the proposed pay scale changes included in the board packet.

Chair Lewis commented on the custodian position and asked why it did not have an increased rate. Executive director Snead thanked Chair Lewis for catching that and said she would fix that before the pay scale comes back to the board for approval at the April board business meeting so it will be in place before summer hiring begins.

Board members were generally supportive of the proposed changes to the pay scale.

Executive director Snead noted that at the end of the agenda, the budget committee meeting dates have been added.

4. Capital improvement updates

a. Scoreboard project

Executive director Snead reported that the scoreboard is delayed. It was supposed to be in by the end of January, and it has been delayed three times since then because of supply chain issues. The new timeline for installation is mid-April. All of the onsite improvements in preparation for installation were completed by Chiddex Construction, who have been extremely helpful and supportive as we have prepared for installation.

In addition to the timing, staff also shared the new brochure for sponsorships and donations that will hit the streets in the next few weeks to demonstrate how businesses and individuals can support the MACRD and also promote their business to our patrons.

5. SDIS Best Practices Program board training information (*Board member Seibold*)

Board Secretary/Treasurer Seibold did some research on what the training involves, including completing the first two required modules, which took about 14 hours in total. The training is offered completely online and is self-paced, and she recommends that board members consider completing it.

Executive Director Snead reminded the board that the SDIS best practices program is offering a 2% savings incentive on our liability insurance premium for board members to participate in this board leadership academy training.

Director Snead said she would send the link out to the board and thanked them for completing the training by the November 2022 deadline.

The work session was adjourned at 6:47 pm.

**BUSINESS MEETING, approximately 6:45PM, immediately following the work session**

The Chair called the business meeting to order at 6:47 pm.

1. Roll Call: *Chair Lewis, Secretary/Treasurer Seibold, and Board member Baggett attended in person. Vice Chair Foster-Drago and Board member Suppah were absent.*
2. Pledge of Allegiance
3. Adoption of the Agenda

**Secretary/Treasurer Seibold moved to approve the agenda as presented. Board member Baggett seconded. Motion passed 3-0.**

4. Visitors section/public comment  
*Members of the public are welcome to speak to the board of directors during this time. They should sign in at the beginning of the meeting to be recognized by the board chair. Speakers are asked to limit comments to three minutes.*

No visitors were present at the meeting.

5. Correspondence
  - a. Patron comment card(s) and email(s) communications to the board of directors

Executive director Snead passed information around about an upcoming FFA fundraiser and the Culver High School graduation party donation request. She also shared that a patron bought the staff pizza and salad last Friday as a thank you for helping her as she works on her health at the pool.

6. Financial update
  - a. February 2022 balance sheet
  - b. February 2022 Month end profit and loss budget vs actual

Executive director Snead reviewed the financial reports included in the board packet.

7. Consider approval of the consent agenda:
  - a. Approve Board work session and business meeting minutes, February 21, 2022
  - b. Receive and acknowledge financial reports for February 2022

**Secretary/Treasurer Seibold moved to approve the consent agenda as presented. Board member Baggett seconded. Motion passed 3-0.**

8. Consider approving policy#2015-13, Membership Policy and Fees Methodology
  - a. Policy#2015-13, Membership Policy and Fees Methodology

Executive director Snead reminded the board that this policy was presented at the February board work session. The proposed changes include pulling out the actual fees and moving them to a separate fees schedule, leaving in the methodology for establishing membership fees and a few updates to the membership benefits. These changes include increasing the membership discount associated with activity fees from 5% off to 10% off and clarifying aquatic drop-in program benefits for senior members.

Chair Lewis asked about the reduction in members and wondered if it was more the unknowns associated with the pandemic or if it was the structural change.

Executive director Snead said that qualitatively we have heard patrons cite both reasons for not pursuing membership. She said that the monthly memberships and punch card memberships are more popular because they provide more flexibility than the annual membership. Staff is working on ideas for incentivizing memberships.

Chair Lewis asked what the breakdown is for memberships, if it is more adults or youth, single folks or families.

Executive Director Snead said that it was more individual adults, but that also many have switched from paying for a membership to using a voucher from their doctor, which also has impacted our memberships.

Chair Lewis is interested to see what plays out as we move forward. Executive director Snead noted that the old membership structure was not sustainable, which was why we've developed alternative membership options with the monthly and punch card memberships.

**Secretary/Treasurer Seibold moved to approve policy#2015-13, Membership policy and fees methodology. Board member Baggett seconded. Motion passed 3-0.**

9. Consider approving the MACRD Fees Schedule effective June 12, 2022
  - a. Proposed MACRD Fees Schedule

Executive director Snead reminded the board that the fees schedule was discussed at the February 2022 work session. She noted that swim lessons needs to be added. The proposal is that it goes into effect on June 12, 2022 as the first day of summer so we can promote it in our new guide. It is approximately 10% increase over the prior year with the exception of locker and towel rentals, club sports and youth camps.

Board Chair Lewis asked for clarification on children under 5. She thought 3 and under was free. Executive director Snead noted that 3 and under are free with a membership, but otherwise they are currently paying the full drop-in rate. The proposed fee schedule includes a 50% discounted drop-in rate for children under 5 years old.

Chair Lewis noted that there was a spelling error. Executive Director Snead noted that she would complete a spell check before finalizing the document.

Executive Director Snead noted that in addition, the recreation swims will be increased from 90 minutes to two hours, responding to complaints and feedback received from patrons that the current sessions are not long enough.

Board Treasurer/Secretary asked if anyone has requested a youth/kids punch card.

Executive director Snead said no that it has not come up, but it's a good question. She said that the staff would look at it, but for now requested that the board leave it as is for now until we have a chance to evaluate if and how we could do something like that.

Board member Baggett asked about the youth camps and said that the language wasn't very clear about how many days you get for the fee.

Executive director Snead agreed that the language could be clearer and would work with staff to make it clearer since we will have non-school one day camps, half days and full day options.

Recreation Manager noted that in addition to clarifying the fees, we could also add in open gym and play fees, as we plan to add those to our offerings moving forward.

Executive Director Snead noted the following changes to the fees schedule for the record, as discussed, include spell checking the document, adding swim lessons, open gym and play fees, and update the youth camps language.

Board member Baggett said that the annual membership seems expensive, especially if you have a large family and asked if people have complained about it. Executive Director Snead said that we have received feedback that it is very different from how it used to be, but when we explain why it changed, sustainability for the district, and the benefits of memberships, whether it be monthly, annual or punch cards, people seem to understand it.

Chair Lewis asked about punch cards and not being able to register online.

Executive Director Snead said it is a weird ActiveNet thing that if you have a punch card, you must call to sign up rather than signing up online. There are a few glitches with it, and at first there was concern that punch card holders were considered members, but we decided to embrace it as one of our membership options where they do receive benefits. She also noted that many families choose to do a month-to-month memberships in the summer, which pays for itself quickly if they use the pool a lot during those months.

**Secretary/Treasurer Seibold moved to approve the FY2022-23 fees schedule with an effective date of June 12, 2022 with the changes noted during the board meeting. Board member Baggett seconded. Motion passed 3-0.**

#### 10. Executive director report

Executive Director Snead reviewed the report included with the board packet.

#### 11. Board member highlights

Board Secretary/Treasurer Seibold said her highlight was attending the SDAO Leadership Academy training.

Board Chair Lewis asked if a survey was done for youth basketball. Shawna Hicks said it had not been completed yet but was going to be sent out in the next week or so. Board Chair Lewis said her kiddo had a lot of fun and is pumped about playing basketball now. She mentioned that there was a lot of interest at the Kindergarten level and asked if there were any plans for the future to offer that. Shawna Hicks said she is planning to introduce a preK/K level next year. Executive director Snead said that right now the system set up by age can make it tricky when we have a program by grade level. Staff is going to work on ensuring consistency and trying to align what we do with the capabilities of our online registration system.

Board member Baggett said she saw a lot of comments on Facebook that we aren't promoting our programs enough and wondered if we have discussed marketing.

Executive director Snead said that part of our plan is putting teaser information in our summer guide for fall programming, as well as including dates early enough for families to plan for programming in the future. We are working with the Pioneer, Spilyay, and KWSO, as well as Facebook and our website. We are hoping that the guide that gets mailed to all of the households helps provide the dates for when registration opens in future seasons.


Board member Baggett asked if we should put backpack fliers through the schools.

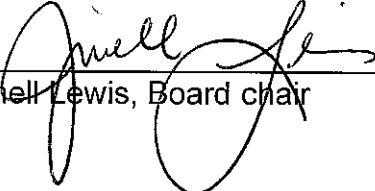
Executive director Snead said that it might make sense to do a summer youth camps flier in backpacks now that we have more to promote for youth camps and programming.

Board members discussed how they find their information and it led to a conversation about boosting Facebook posts, and that they all saw the one boosted post quite a bit over a three-week period. Executive director Snead noted that boosting posts is more cost effective than any other marketing approach. There was also a discussion about using ActiveNet to email patrons, which can be challenging because many patrons have chosen to opt out of the emailing system. She also noted that marketing is challenging because of staff capacity, and that staff is working on addressing the challenge from a global/systems perspective because we know it is an issue.

12. Adjourn

Board Chair Lewis adjourned the business meeting at 7:40 pm. The next board meeting is scheduled for April 18, 2022.

Respectfully submitted,  4/18/22  
Courtney Snead, Executive Director Date

 4/18/22  
Jinnell Lewis, Board chair Date