

Madras Aquatic Center & Recreation District Master Plan



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Prepared for:
MAC & Recreation District

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ABOUT THE INSTITUTE FOR POLICY RESEARCH AND ENGAGEMENT



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The Institute for Policy Research & Engagement (IPRE) is a research center affiliated with the School of Planning, Public Policy, and Management at the University of Oregon. It is an interdisciplinary organization that assists Oregon communities by providing planning and technical assistance to help solve local issues and improve the quality of life for Oregon residents. The role of IPRE is to link the skills, expertise, and innovation of higher education with the transportation, economic development, and environmental needs of communities and regions in the State of Oregon, thereby providing service to Oregon and learning opportunities to the students involved.



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EXECUTIVE SUMMARY

In 2023, the Institute for Policy & Research Engagement (IPRE) worked with Madras Aquatic Center & Recreation District (MACRD) Board of Directors and staff and a group of local stakeholders to identify needs and issues facing the recreation district and determine the best path forward to achieve financial sustainability. This assessment includes a 10-year action plan to achieve sustainability and expand facilities and services to meet community identified priorities and needs.

Background

The Madras Aquatic Center (MAC) is a multi-purpose aquatics facility that serves 17,000 residents within a special park and recreation district established in 2004 by voters in the greater Madras region. Although the MACRD’s primary facility is the aquatic center, the MACRD board of directors voted to expand its services to include land-based sports programs, offered off-site, in 2015. As a result, the district now offers a broad range of in-water and out-of-water recreational programming for youth and adults.

Following the recommendations of their 2019 Strategic Plan, MACRD contracted with the University of Oregon’s Institute for Policy, Research & Engagement to develop a Facilities & Services Master Plan.

The master planning process relied on input from the MACRD Steering Committee, the MACRD Board of Directors, community stakeholders, and residents to address three key goals:

- **Identify community expectations for programs, services, and facility needs for the next 10 years.**
- **Develop a shared vision with partner organizations.**
- **Adopt a strategy for the future that is grounded in community expectations.**

This plan describes the community’s vision for MACRD as articulated through extensive community engagement. This engagement included personal interviews, a multi-phase stakeholder survey, focus groups, tabling at summer events, and several meetings with the MACRD Master Plan Steering Committee. Appendix A contains a detailed outreach and engagement report. The survey instrument and full survey report follow in Appendices B and C. Stakeholder interview summaries and focus group findings are presented in Appendices D and E.

Key Findings

We asked how MACRD can best serve the community over the next 10 years.

- 1. MACRD must reduce barriers to:**
Schedule/Operating Hours



The most common comment throughout the entire on-line survey was the need for reducing the schedule barrier to the MAC services. Being open for free swim after 5pm on weeknights and being open all weekend will provide more opportunity to go to the MAC.

Cost:

33% of respondents find the cost of participating in MACRD programs too expensive. Offering affordable family memberships and lower price options for programs to serve the lower income families in the Madras area is necessary to retain support and attendance.

Communication:

Language barriers were also present among the results. Bilingual staffing and programming will provide opportunities for MACRD to reach the growing Spanish-speaking population in Jefferson County.

Accessibility:

Community members would like to see more accessibility in services like adaptive equipment and smaller group areas to accommodate different abilities.

2. MACRD must improve quality of...

Existing Facility:

The majority of survey participants utilize the MAC (63%), so they would like to see future funding focus on improving the amenities and facilities of the aquatic center.

Programming:

Survey respondents would like to see the quality of MACRD programming improve. Spending more time creating consistency across all programs is important to the community. Some participants would also like to see an increase in different kinds of programming such as more senior programming, indoor youth sports, and adult fitness.

Amenities at the MAC:

Recommendations for improvements also focused on the quality of amenities available within the MAC. Many participants would like to see amenities such as “more pool space,” a “sauna,” “workout equipment,” “more pool toys,” and a “kids hot tub.” Using additional funding on adding the features that are important to users is essential to increasing support.

3. The MACRD Board and staff must increase transparency in...

Governance:

Many survey participants said their support of a new maintenance bond or continuance of the current bond is dependent on more transparency of where the money is going.

Funding:



MACRD may lose important local support if they can't identify a sustainable funding stream for existing and proposed facilities/programming. They need to focus on what they do best and pave a way forward that is sustainable.

Opportunities

Expansion

Many people called out the need for indoor gym space in Madras. New indoor facilities may be added onto the MAC or constructed at Juniper Hills Park or elsewhere in the community. Developing and/or enhancing existing partnerships with the County, City, and School District will be vital to make this opportunity a reality. There was interest as well in MACRD acting as a community coordinator for recreational programming throughout the district in the future.

Support for further property taxes

The majority of adults (20+) surveyed support a bond of similar size for maintenance of the MACRD. Only 10% said NO. For some, it depends on what the money is spent on. Most wanted to see a focus on expanding the ability to use the MAC (evening and weekend hours) and reduced program prices as part of the package.

On the question of a higher bond for capital improvements/new facilities, 50% said YES, 25% said MAYBE, while 17% said NO. For those who are on the fence, it depends upon transparency, a clear vision and business plan, and lower program prices.

Conclusion

The plan combines this community input with technical analysis to provide a set of programmatic facility and service goals that implement the recreation district's vision.

Over the next 10 years, MACRD must center their operations, programming, and governance around the needs of the community, making the MACRD facilities and programming more accessible, affordable, welcoming, and responsive.

To accomplish this, MACRD must explore its options to expand, raise its permanent tax base, and develop a solid business plan that provides assurances to the community. It must also adjust its current operations and programming to meet the current and future needs of the community.

Programmatic Recommendations

The programmatic recommendations below are designed to provide context and substance to the 10-year action plan that follows.

Management & Operations

Transparency in operations, financial reporting, and program outcomes is essential.



- A. Develop a solid business plan centered on the needs of the community—and ensure it is available for the community to review and comment.
- B. Develop and implement a comprehensive district sponsorship and donor program.
- C. Address staffing shortages by separating management of pool from administrative duties and developing a robust hiring and retention program for lifeguards. This could include a talent development model, modifications to pay, expanded benefits, etc.

Programs and Services

Targeted effort is needed to serve the needs of populations that have often been excluded or discouraged from participation in public services.

- A. Reduce barriers to use/participation. Explore opportunities to reduce financial barriers to participation for lower income community members (reduced program fees, subsidy programs, sponsorships, etc.). Expand open hours to include more evenings/weekends.
- B. Increase awareness of MACRD in community through an organized, robust marketing program.
- C. Increase accessibility to MACRD facilities and programs for non-English speakers. Embrace the Spanish-speaking community through offerings in Spanish (website, marketing materials, program materials, bi-lingual instruction, bi-lingual staff).
- D. Work with the Confederated Tribes of Warm Springs to address targeted needs of the community. Work with regional partners to establish transportation assistance programs (from schools to MAC, Warm Springs, Culver, etc.). Explore using underutilized gym space in Warm Springs for recreational programming (league games, practices, summer camps).
- E. Perform annual survey of community needs and concerns (with Jefferson County Public Health) and incorporate findings into annual work plan.
- F. Monitor facility use – use information to pilot different opening hours or free events/days designed to pull in new users.

Community Partnerships

Long-term sustainable recreational programming takes strong community partnerships.

- A. Explore partnership opportunities for facility space with the goal of offering additional programs and services.
- B. Leverage existing partnerships with 509J and Culver school districts, Jefferson County, and local cities to collaboratively serve district patrons. Pursue an intergovernmental agreement with Culver School District for student swim lessons.
- C. Work with Jefferson County Public Health and local medical services to expand the Fitness RX program and offer additional programming designed to positively impact the health and wellness of the community.
- D. Support local swim team access to the pool, including reviewing fees and charge in line with/accordance with other similar districts.



- E. Develop informal and formal relationships with Latino and Native American community organizations throughout Jefferson County, to foster culturally relevant engagement and ensure inclusion within MAC programming and service delivery.
- F. Develop a subcommittee of the MACRD Board to meet with regional partners quarterly (MACRD board, City, County, Swim Team, LCA, 509J, Warm Springs, Chamber of Commerce, Culver City, Department of Health).

MACRD 10-Year Action Plan

The MACRD Board of Directors evaluated the feedback from the community and determined that MACRD needs to take an incremental approach to growth – to both better serve the community’s needs and to construct sustainable a funding model. The following 10-year action plan was developed to meet these goals. It is divided into three time segments – 1-2 years, 3-6 years, and 7-10 years.

Year 1-2, 2023-2025:

- Maintain existing facility and scope of programming with available funding.
- **Evaluate and pursue options for financial sustainability**, including additional subsidy funding (property taxes, sponsorships, and grants) to cover operational costs for expanded hours at the MAC, reduce recreation program fees, and support preventative maintenance.
 - Hire consultant to develop a proforma/business plan and evaluate opportunities to increase cost recovery at the MAC facility.
 - Hire consultant to assist with ballot measure preparation (polling, targeted marketing strategies).
 - Place the withdrawal of current district and reformation under a **new district/permanent tax rate** on the ballot.
- **Develop a plan for onsite expansion** at the MAC site, including a long-range business plan.
 - Pursue state, federal and grant funding for capital **construction plans**.
 - Develop and execute a **fundraising plan** for onsite expansion.
 - Pursue a **capital bond** for MAC maintenance and new recreation space additions on the current MACRD-owned property.
- Pursue an Intergovernmental Agreement with Culver School District for student swim lessons.

Year 3-6, 2025-2028:

- **Continue fundraising** for expansion (or modify plan if capital bond unsuccessful).
- **Execute construction plan** for onsite recreation space expansion and MAC maintenance.
- Incrementally **implement the business plan** for operating, including hiring staff, expanding hours, and reducing recreation program fees.



- **Pursue local revenue sources**, including TRT and/or SDC funding from the City of Madras and Jefferson County, to support expanded recreational offerings that positively impact community tourism and economic development. Develop relationships with tourism organizations and explore opportunities to bring in day-users/tourists.
- Work with regional partners to **develop transportation alternatives** for getting between various facilities/communities.
- Expand Spanish-language offerings and staffing.
- Develop a **marketing plan** to leverage more attendance and revenue, engage portions of the community not yet using facilities or programs, change perceptions of MACRD for the better, and develop goodwill with the community. Programs should target different market segments (ex. Empty nesters, families with multiple children, seniors, young adults, Latino).

Year 7-10, 2029-2033:

- **Expand recreational opportunities** at MAC with input from stakeholders (in expanded facility).
- **Expand partnership(s)** with Jefferson County and non-profit recreational providers to pursue additional recreational offerings (including tournaments, etc.) at Juniper Hills Park.
- Develop a formal Memorandum of Understanding (MOU) with Jefferson County to **consolidate youth sports scheduling at Juniper Hills** through the MACRD.



CHAPTER 1: INTRODUCTION

The Madras Aquatic Center & Recreation District (MACRD) is a multi-purpose aquatics, fitness, sports, and community enrichment facility that serves the greater Madras region. Formed in 2004 as a parks and recreation district, the MACRD currently serves roughly 17,000 district residents in Jefferson County, one of the most diverse counties in the state of Oregon.

The 2023 MACRD Master Plan provides a 10-year guiding vision for the development, improvement, and maintenance of the MACRD system. This plan articulates a vision that (1) provides the community with an enjoyable recreational space that fits their wants and needs, and (2) identifies sustainable funding mechanisms to support the longevity of MACRD into the future. The plan provides specific tools and guidance for achieving the goals and vision of MACRD staff and the community at large.

Who is MACRD?

Madras Aquatic Center & Recreation District (MACRD) is a community-based recreational district located in Madras, Oregon. It began in 2004 with the formation of a special parks and recreation district by the voters and the concurrent approval of a bond to initiate construction of the Madras Aquatic Center (MAC). The MAC, which opened in 2008, features three bodies of water: a 25-yard lap pool, a recreation pool for kids with fountains, a 300-foot water slide, rope swing, spa, and a lazy river. The pools are available Tuesday to Saturday from 6:00am to 5:30pm, for a variety of classes, swim team practices, water aerobics, and open swim.



The MAC, which sits on a hill overlooking the City of Madras, is located on land donated by to the community by the Bean Foundation. It stakes claim to the most breathtaking views of the Cascades in Jefferson County. Outside our windows, which surround most of the facility, visitors can see a panoramic view from Mt. Bachelor to Mt. Hood with all the glorious mountains between.

MACRD is governed by a five-member elected Board of Directors. The board and staff work closely with a number of key stakeholders who also have significant roles in parks and recreation, including Jefferson County, Jefferson County School District 509J, and the City of Madras.



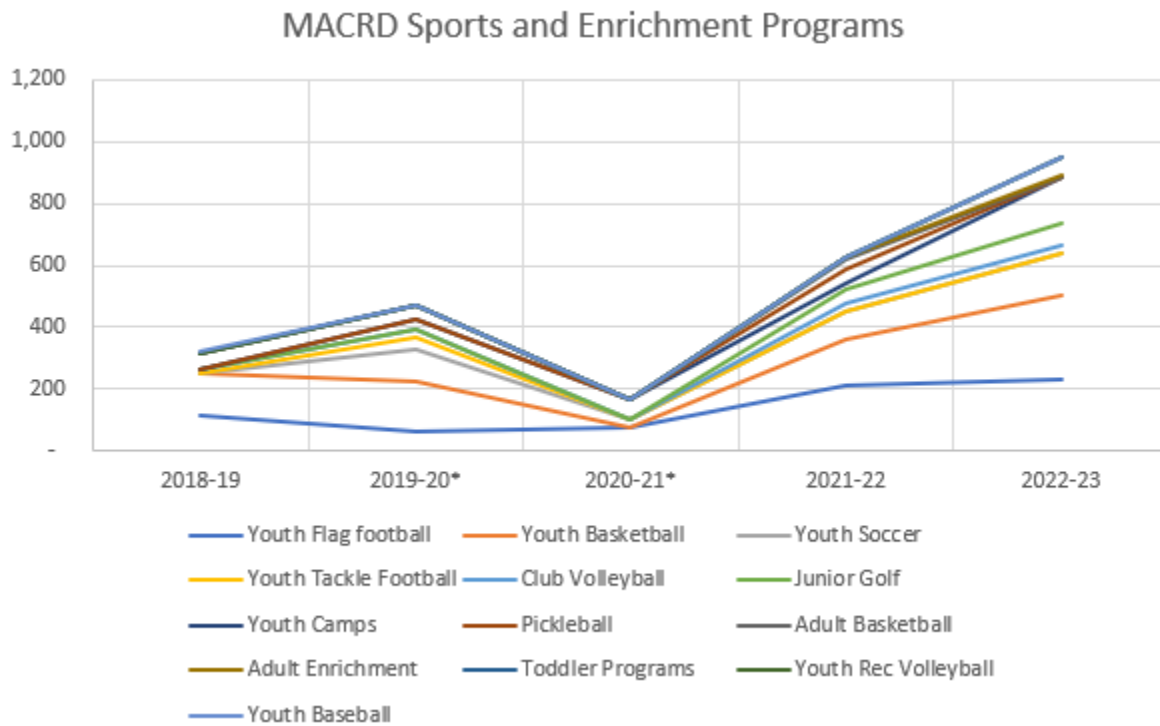
In 2015, the District changed their name to the Madras Aquatic Center & Recreation District, and began offering a variety of land-based recreational activities for people of all ages, including youth and adult sports such as basketball, volleyball, soccer, and football. Many of these programs are held in the gyms or fields owned by 509J School District, or at Juniper Hills Park, a County-owned facility to the east of Madras. In 2021-2022, 7,925 number of children and adults participated in land-based recreation programming offered by MACRD.



Planning Background

In 2012, the Institute for Policy Research and Engagement (IPRE - formerly the Community Service Center) through its Community Planning Workshop completed a Madras Area Recreation Program Needs Assessment. In 2019, IPRE completed a Park Master Plan Update for the City of Madras. In the intervening years, park and recreation utilization in Madras and the recreation district has increased. (See Figure 1.)

Figure 1, MACRD Sports and Enrichment Program Registration, 2018-2023



2020 MACRD Strategic Plan

In fall 2019, the district engaged in a process to update its 2017-2022 strategic plan, culminating in the board adopting an update in 2020. This strategic plan was intended to establish a new baseline for the organization. It articulates MACRD’s vision, mission, and core values, and provides goals and strategies for their implementation.

VISION

To be the hub of a vibrant and healthy community.

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.

CORE VALUES

*Courage, Honesty, Adaptability, Respect,
Attitude, Compassion, Teamwork,
Excellence, and Responsibility.*

The Strategic Plan focused on the following goals for 2020-2025:

- Strive to provide exceptional programs and services that meet community needs and interests.
- Maintain high quality facilities while exploring opportunities for the future.
- Support operational health by continuously improving as a district.
- Develop and implement a plan to ensure that the MACRD is financially secure and can support future growth and needs.
- Prepare for the approaching local option levy and bond renewal elections.



Post COVID

Coming out of the pandemic lockdowns, the Board and staff focused on reengaging with the community, balancing competing priorities, and correcting historical mistakes (See Figure 2).

Although MACRD has faced a series of challenges over the last few years, including the COVID-19 pandemic, staffing shortages, and numerous changes in executive leadership, the recreation district has been able to expand programming to offer various offsite program activities over the last few years, and staff and the Board have worked hard to improve administrative infrastructure. They have adopted a 5-year maintenance plan that includes strategic investments into the aquatic center (pump room maintenance, reception area improvements, lap pool filter replacement). They have also focused efforts to improve the professional growth and development of staff and worked to renew the five-year option levy. This work led to the successful renewal of the five-year operations levy (at \$0.40 per \$1,000.00 of assessed value) with 65% of voters in favor in November 2022.

The focus has now shifted to defining financial sustainability means for the district. In late 2022, the Board of Directors contracted with the University of Oregon’s Institute for Policy Research & Engagement (IPRE) to help them move forward with this goal. This plan represents the results of IPRE’s study.

Figure 2, 2022-2023 Goals



Source: MACRD Roadshow, February 2023

2023 Facilities and Services Master Plan

Background

In September of 2022, the Madras Aquatic Center Recreation District (MACRD) Executive Director contacted IPRE to request assistance in developing a facilities and services master plan, as recommended by the Strategic Plan.

Several conditions inform this need. First, user participation has increased, especially following COVID, and the District is running out of space to conduct programming. Second, the District's current funding is based upon option levies that must be successfully renewed every 5 years to maintain stable funding. Long-range planning has been limited to 5-year plans up to this point, which has hindered the organization's ability to develop financial stability. Finally, the MACRD's current capital bond will be paid off in 2025, providing an opportunity to explore whether a bond renewal request to build out additional facilities may be warranted.

Purpose and Methods

Recreation facilities provide key services that enhance a community's quality of life. Many cities and recreation service districts prepare plans to outline minimum service expectations and guide the development of capital facilities. The purpose of a master plan is to offer a guiding vision for a park system or recreation district. A master plan provides focus and direction for system development, maintenance, and operations. Once system issues and needs are identified, the plan provides goals, policies, and recommendations to address those issues and needs.

This long-range planning project, initiated in early 2023, is the first such formal process for MACRD. It was supported by the Bean Foundation, who has played a vital role in ensuring the initial and ongoing success of the MACRD.

The MACRD Master Plan describes the community's vision for MACRD as articulated through extensive community engagement. It identifies specific actions and tools to achieve that vision over the next 10 years. The plan:

- Identifies the **strengths and weaknesses** of MACRD, based upon community feedback.
- Distinguishes the community's **needs and issues** as they relate to the MACRD.
- Provides a planning framework of **goals and recommendations** to guide MACRD decisions.
- Describes MACRD's current financial position and identifies **sustainable funding mechanisms** that could be implemented.
- Suggests a **10-year action plan** to reach the community's and MACRD's goals.



Plan Goals

The master planning process relied on input from the MACRD Steering Committee, the MACRD Board of Directors, community stakeholders, and residents to address three key goals:

- **Identify community expectations for programs, services, and facility needs for the next 10 years.**
- **Develop a shared vision with partner organizations.**
- **Adopt a strategy for the future that is grounded in community expectations.**

The plan combines community input with technical analysis to provide a set of programmatic facility and service goals that implement the recreation district's vision.

Community Engagement

Community and stakeholder engagement are critical elements of the planning process. Community engagement provides tangible benefits to the process by: (1) providing insight into community members' values and preferences; (2) developing and nurturing an environment of goodwill and trust; and (3) building consensus support for the Plan.



Throughout the planning process, the planning team used a variety of methods to gather input from Madras and Jefferson County residents, including:

- Three (3) Steering Committee meetings
- Nine (9) stakeholder interviews (22 individuals)
- Five (5) focus groups with key community groups (including local middle and high school students, members of the Warm Springs Reservation, and the Spanish-speaking community)
- Two (2) rounds of online and printed community surveys (in English and Spanish)
- Tabling at six (6) community events
- Visioning Workshop with MACRD Board of Directors
- An interactive website

A list of individuals interviewed is presented in Appendix A. The survey methods and survey analysis are presented in Appendix B.

Organization of Plan

The remainder of the MACRD Master Plan is organized as follows:

Chapter 2: Community Profile – Provides information about Madras’ residents, projected growth, and socio-demographic trends.

Chapter 3: MACRD Recreation District System— Provides an overview of the staffing, governance, facilities, and finances of the MACRD system along with an evaluation of current key partnerships.

Chapter 4: Community Needs and Issues— Presents findings from the community engagement process, including what the community values in a recreation district and what it needs and wants in the future.

Chapter 5: Recommendations— Includes programmatic recommendations to improve and expand MACRD based on community feedback and a 10-year Action Plan for the District.

Appendices— Includes the outreach and community engagement report, survey instrument and survey report, and summaries of interview and focus group findings.



CHAPTER 2: COMMUNITY PROFILE

This chapter presents a brief demographic profile of the Madras area, as seen in the 2020 Census. The demographic profile defines populations to target for community engagement and areas of potential recreation growth in Madras.

Madras Area Demographic Profile

Trends in population changes and the distributions of age and ethnicity are all critical factors in understanding a community's composition.

Population Growth

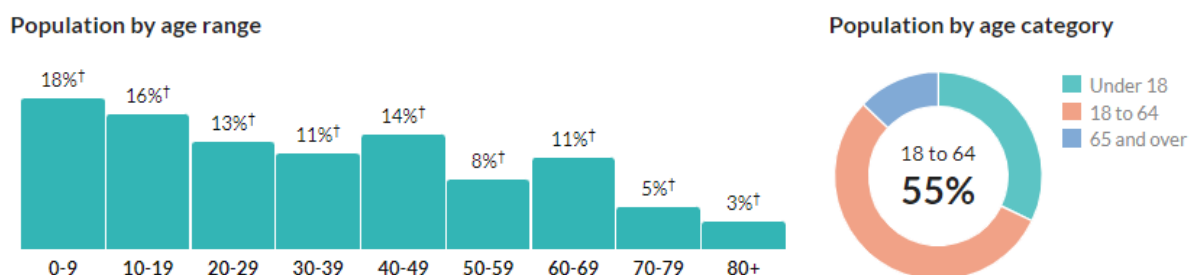
As of 2010, an estimated 6,050 people lived in Madras. The 2020 Census estimated the Madras city population at 7,456 residents. City residents comprise nearly 29% of Jefferson County's population, most of whom live in unincorporated areas surrounding Culver, Madras, and Metolius.

The population of Madras increased 18% between 2010 and 2020, which is more than Jefferson County (14%) and greater than Oregon as a whole (9%). Madras' population grew by 3.3% between April 2020 and April 2022, and is expected to continue to grow. Portland State University Population Research Center forecast for 2030 predicts 10,316 residents in Madras by 2030, a 28% growth.¹

Age

It is important for recreation services to meet the needs of its residents of all ages. The 2020 Census reveals that the median age in Madras is 33 years-old (39 in the United States). Nearly 34% of the community is 18 years old or younger (22% across the United States) and almost 13% are over 65 years-old (17% across the United States). (See Figure 3.)

Figure 3, Age Distribution, Madras, Oregon 2020



Source: ACS 2021 5-year, US Census Reporter

¹ [Headwaters Economics](#), Current Forecast Summary of All Areas, accessed October 15, 2023.

When compared to Jefferson County, Madras’s population is much younger. The County has a slightly larger majority of 18- to 64-year-olds but a much smaller youth population (25%) and much larger older population (27%). This suggests that Madras attracts younger people, including families with children.

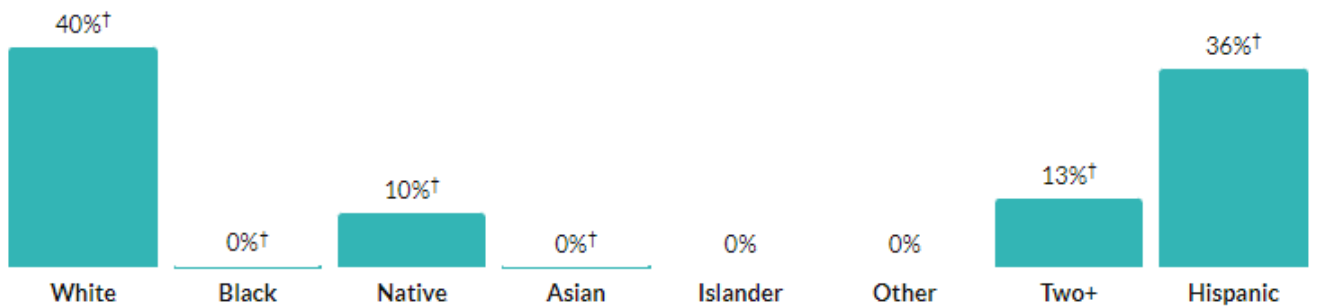
Race and Ethnicity

The ethnic composition of Madras is also important to an analysis of recreation needs. Latino residents have been the fastest growing ethnic group in the region for the last two decades. The 2020 Census estimates that over 36% of the Madras population are of Hispanic or Latino/a/x origin (19% across United States). (See Figure 4.) Additionally, over 32% of the community speaks a language other than English (22% in the United States). The most widely spoken language after English is Spanish. (See Figure 5.)

Madras and Jefferson County also have a significant number of American Indian residents. Approximately 11% of Madras and 18% of Jefferson County identifies as American Indian; and 18%. The Warm Springs Reservation lies partly in Jefferson County.

Figure 4, Race & Ethnicity, Madras, Oregon, 2020

Race & Ethnicity



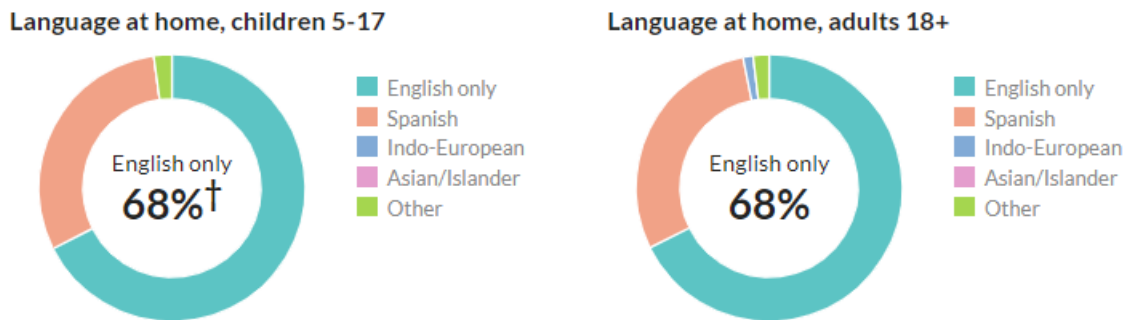
* Hispanic includes respondents of any race. Other categories are non-Hispanic.

[Show data / Embed](#)

Source: ACS 2021 5-year, US Census Reporter



Figure 5, Language at Home, Madras, Oregon, 2020

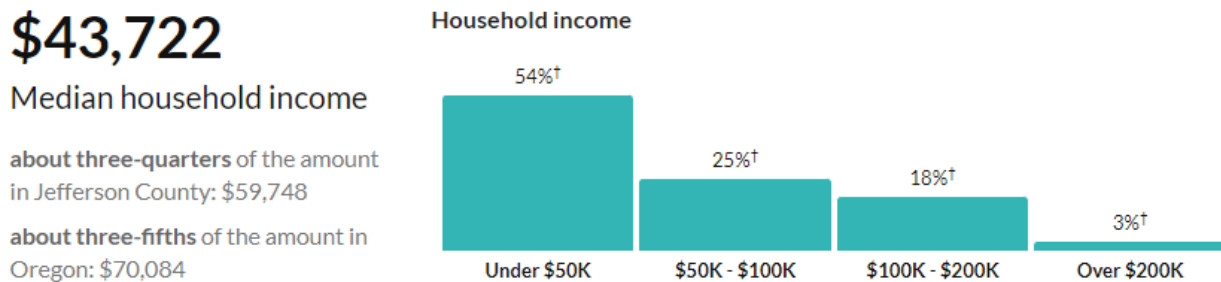


Source: ACS 2021 5-year, US Census Reporter

Income

The 2020 Census identifies Madras’ household median income as \$43,722 (\$69,717 across the United States). The income has been slowly rising over the years, as the annual income was \$29,103 in 2000. However, it is still significantly lower than the national or state average (\$70,084). Additionally, it is estimated that 21% of the community falls below the federal poverty line (13% in the United States).

Figure 6, Median Household Income, Madras, Oregon, 2020



Source: ACS 2021 5-year, US Census Reporter



At-Risk Populations

A principal goal of community engagement for this Master Plan was to assess the needs of the community's at-risk populations. Data from Headwaters Economics' Populations at Risk clearinghouse for Madras and Jefferson County identifies four segments of the population that "are more likely to experience adverse social, health, and economic outcomes due to their race, age, gender, poverty status, and other socioeconomic measures."² (See Table 1.) This plan develops strategies to engage with those who fall into these groups over the next 10 years to ensure that the District is responsive to their needs.

- 1. Indigenous Community:** The Confederated Tribes of Warm Springs reservation is just northwest of Madras and many residents and tribal members use services provided by the MACRD. Tribes have a long history of marginalization by other governmental entities (particularly the US government), so it is particularly important to include the Tribes and their members in decision-making that affects them.
- 2. Hispanic/Latinx Community:** About one-third of Madras residents identify as Hispanic according to US Census data, a much higher percentage than in Oregon as a whole. Some members of this community may prefer to communicate in Spanish and it will be important to work with members of this community to identify culturally relevant and engaging services/programming.
- 3. Financially Insecure:** About one-fifth of Madras residents live in poverty according to US census data, a much higher percentage than in Oregon as a whole. Almost half of residents spend 30% or more of their income on housing and about 15% do not have a car. Lower income residents often rely on public services for entertainment and recreation since they have little disposable income to spend on these things.
- 4. Youth:** About 30% of Madras' population is under the age of 18. This is a much higher percentage than in Jefferson County (11%) or in Oregon as a whole (20%). Parks and recreation are particularly important to these residents. Meeting the needs of this large population segment is vital to the mission of MACRD.

² [Headwaters Economics](#). "About Populations at Risk." Accessed December 1, 2022.



Table 1, Populations at Risk³

Category	Factor	Madras	Jefferson Co.	Oregon
Young & Elderly Populations	% Under 5	9.7%	6.4%	5.5%
	% Over 65	14.0%	19.3%	17.6%
Race & Ethnicity	% BIPOS (all other races besides white combined)	34.7%	30.7%	17.4%
	% Black or African American	1.0%	0.7%	1.9%
	% American Indian	11.7%	14.7%	1.1%
	% Hispanic	34.0%	20.4%	13.2%
Educational Attainment	% No High School Degree	16.4%	11.7%	8.9%
Language Proficiency	% Who Speak English "Not Well"	3.2%	1.8%	2.7%
Poverty	% In Poverty	20.1%	14.3%	12.4%
Housing affordability	% Owner-Occupied Cost Burdened	16.9%	30.1%	29.8%
	% Renter-Occupied Cost Burdened	49.5%	40.1%	47.7%
Potentially Vulnerable Households and People	% Over 65 and Living Alone	7.1%	3.1%	4.2%
	% Households Single Female	16.8%	13.8%	10.1%
	%Households Single Female with Children Under 18	13.9%	8.8%	6.3%
	% With No Car	15.5%	5.4%	7.2%
	% With Disabilities	17.5%	17.9%	14.3%

Notes:

Highlighted cells indicate factors where the percentage is more than 5 percentage points different than Oregon.

High Reliability: Data with coefficients of variation (CVs) <12% are in black to indicate that the sampling error is relatively small.

Medium Reliability: Data with CVs between 12% & 40% are in orange to indicate that the values should be interpreted with caution.

Low Reliability: Data with CVs >40 % are in red to indicate that the estimate is considered very unreliable.

MACRD Users

IPRE and MACRD staff engaged in extensive efforts to engage with the broad spectrum of MACRD users and the general community during the Master Plan research process. Focus groups were held at the Warm Springs Reservation with the help of Papalaxsimisha, and with Spanish-speaking community members at the Latino Community Association of Central Oregon in Madras. Focus groups were also held at three public schools in Jefferson County (two middle school classes and one high school class). An online and printed survey was made available in English and Spanish. This survey was advertised in MACRD, City, and County newsletters, at the MAC, in the local newspaper, at various events throughout the summer, and at the focus groups.

Survey demographics

Our engagement responses reflect the diverse makeup of MACRD’s users.

³ Headwaters Economics. “Populations at Risk.” Data for Madras, Jefferson County, and Oregon from ACS 2020 5-year estimates (2016-2020 averages). <https://headwaterseconomics.org/tools/populations-at-risk/> Accessed December 1, 2022.



- More than half (57%) of respondents were from Madras. 15% were from Warm Springs. The rest were from Culver, Metolius, Redmond, and unincorporated Jefferson County. Almost all (95%) of respondents had visited the MAC or participated in one of their programs over the last year.
- 42% identified as Hispanic/Latino/a/x and another 16% as Native American, which reflects efforts to bring the survey to the Latino and Warm Springs communities. Over 100 (of 363 total) surveys were taken in Spanish. Although the percentage of Hispanic respondents is slightly higher than Madras' total Hispanic population, the percentage of Native American respondents is similar to the percentage of Jefferson County.
- Over one-third (36%) of respondents said that their annual income is less than \$24,999, which is below Oregon's poverty level.⁴ As one-fifth of Madras' population is below poverty level, our survey results reflect a higher portion of financially insecure residents.
- Seventy percent (70%) of respondents to our survey have children at home. Approximately 36% of survey respondents were 10-19 years old, reflecting the use of the survey in several middle school and high school classroom settings. The survey results reflect the large percentage of youth in Madras.



⁴“What is Oregon’s Poverty Level?,” Edmund Duncan, May 31, 2022, communityliteracy.org.

CHAPTER 3: MAC RECREATION DISTRICT SYSTEM

This chapter provides an overview of the staffing, governance, facilities, and finances of the MACRD system, along with an evaluation of current key partnerships.

Staffing

The district employed a total of 13.63 full-time, part-time, and temporary/seasonal employees in 2022. Administrative staff are generally full-time, while reception, janitorial, and lifeguard positions are part-time and/or seasonal. Current administrative staff include the Executive Director, who is supported by part-time and seasonal Patron Services staff, and a Recreation Programs Director, who manages recreation programming and all associated staff, including two program supervisors, lifeguards, sports referees, volunteer coaches, etc.

In 2023, the district budgeted for 14 FTE, which included a full-time facilities director. The staff allocations were altered mid-year to reflect a focus on program delivery, eliminating the facilities director position.⁵ The revised 2023 budget has 75% of funds going towards programming/25% to admin/facilities (vs. 45% programming/55% admin/facilities in 2022).

Volunteers make up a substantial portion of the recreation programming team, covering coaching duties for the wide range of programs offered by the MACRD. However, it can be challenging to attract, train, and retain quality coaches and referees, which has led to dissatisfaction amongst users.

MACRD has also faced challenges hiring and retaining enough lifeguards to cover operating hours at the pool. If a lifeguard is unavailable, the administrative staff must step into lifeguarding to ensure the pool can remain open, taking them away from critical management duties.

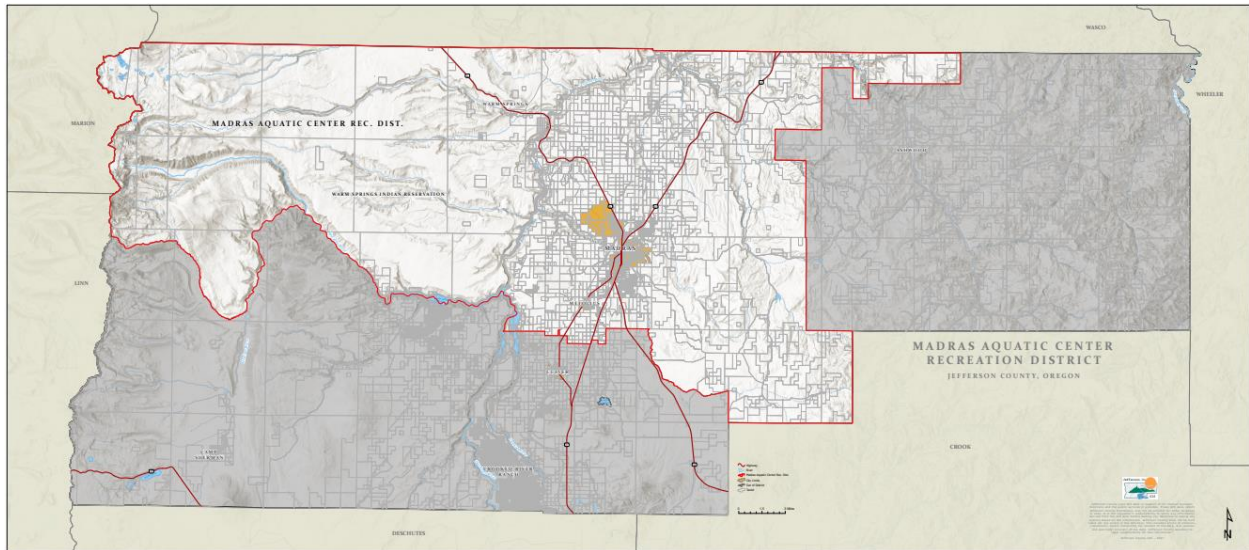
Governance

The MACRD is a special park and recreation taxing district with established boundaries where residents have voted to pay taxes to support district operations. The district boundaries generally mirror the 509J school district, including Madras, Metolius, and Warm Springs. (See Figure 7.)

⁵ FY2022-23 Proposed Budget MAC Recreation District Budget Message, Courtney Snead, Ex. Director.



Figure 7, Map of Madras Aquatic Center Recreation District



Source: MACRD

The elected MAC & Recreation District Board of Directors are responsible for establishing goals and setting policies that guide operations within this special district. The five members of the Board are publicly elected for staggered, 3-year terms. The Board generally hosts monthly meetings on the fourth Wednesday of every month.

Board-approved policies, which cover topics such as ranging public records, volunteers, patron rules and regulations, inclement weather, complaints, information security, emergency lifeguard recruitment and retention, heat illness, locker rental, membership, facility rental, and scholarships, are available on the MACRD [website](#). Budgets for the last 8 years and audits for the last ten years are also available on the website.

Facilities

The sole facility of the Madras Aquatic Center & Recreation District is the Madras Aquatic Center (MAC). The MAC, which opened in 2008, features three bodies of water: a 25-yard lap pool, a recreation pool for kids with fountains, a 300-foot water slide, rope swing, spa, and a lazy river. The pools are available Tuesday to Saturday from 6:00am to 5:30pm, for a variety of classes, swim team practices, water aerobics, and open swim. The MAC also includes a community room that is used for out-of-water programming and meetings.

Through an annually renewed Intergovernmental agreement, with the Jefferson County School District 509J, the MAC hosts the Madras High School Swim Team (practices and meets) and swim lessons for all elementary school students in the second grade. They also have a separate facility

use agreement with the Madras Swim Team, a community-based non-profit swim club focused on elementary-middle school aged kids.

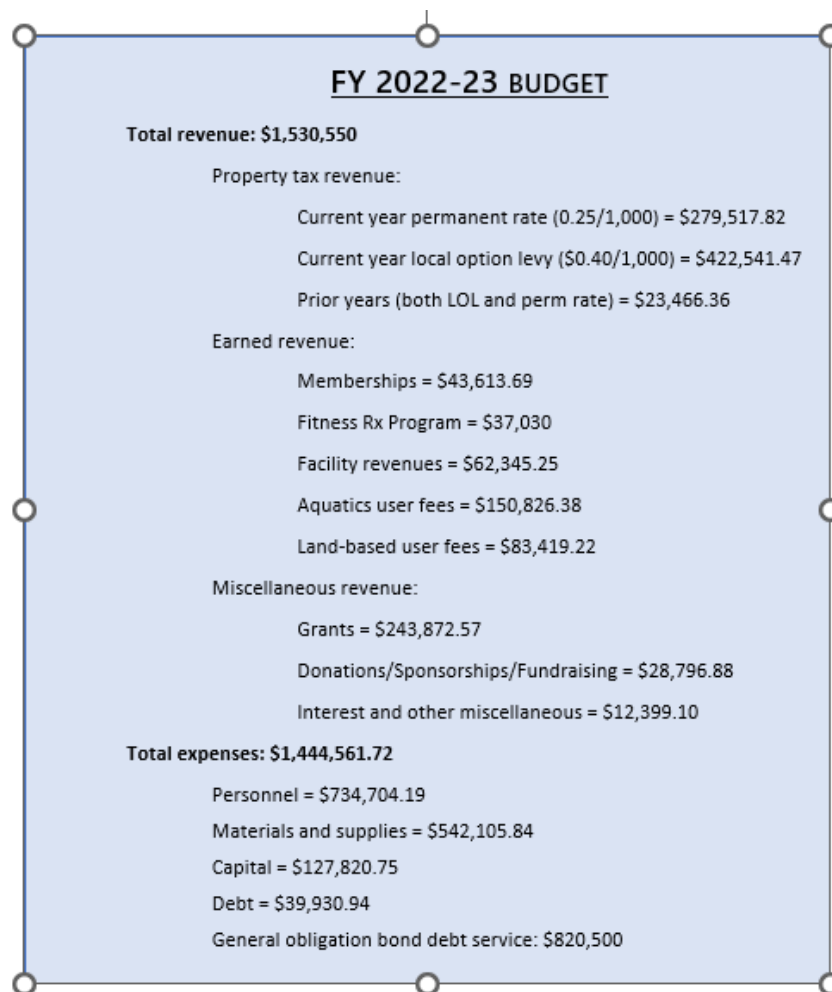
Much of MACRD’s recreational programming is held off-site from the MAC, at either a 509J District playfield or gymnasium, or at Juniper Hills Park, a large natural/community park owned and operated by Jefferson County Parks & Recreation to the east of Madras.

Finances

Operating budget

MACRD’s operating budget in FY 2022-23 was \$1,530,550, plus approximately \$1.1 million in debt service).

Figure 8, FY 2022-23



Source: MACRD, 2023



Priorities reflected in this budget include the following:

1. Retention of existing staff, both for program consistency and new program development;
2. Growth of recreation program offerings while maintaining high quality, consistent experiences for patrons; and
3. Increased exposure to current and new patrons through branded advertising.

The FY 2023-24 budget showed an 11% reduction, to \$1,504,192 (plus debt service of \$820,500). It includes a slight increase in staffing (to 14 FTE).

The budget supports the following 2020 Strategic Plan goals:

- Goal #1: Strive to provide exceptional programs and services that meet community needs and interests.
- Goal #3: Support operational health by continuously improving as a district.
- Goal #4: Develop and implement a plan to ensure that the MACRD is financially secure and can support future growth and needs.

In achieving goals 1, 3, and 4, the Board is demonstrating to the community the value they receive in investing in the district, which is tied back to Goal #5, preparing for local option levy and bond renewal elections.⁶

Income

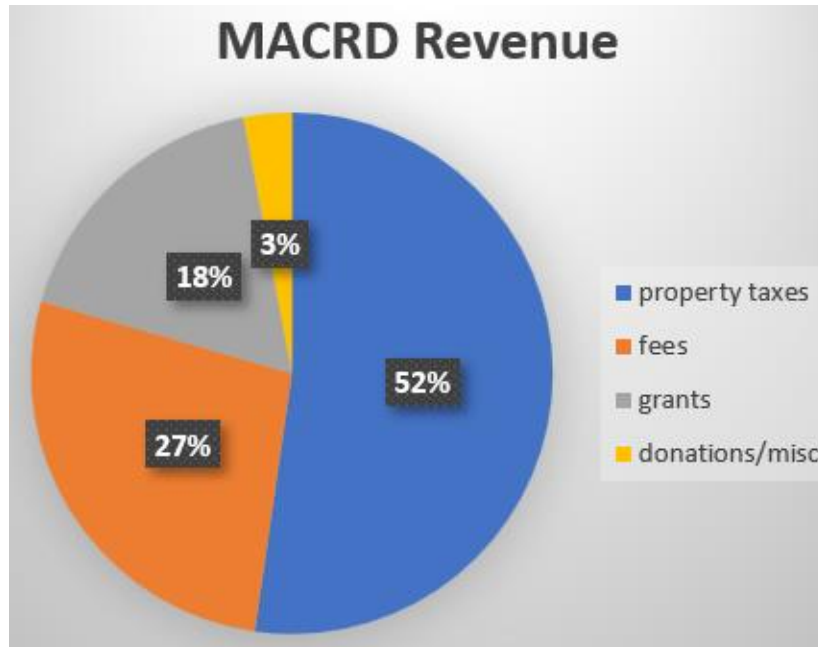
Property Tax Revenue

MACRD relies on a mix of revenues, the majority of which are property taxes (capital bond and local option levy). (See Figure 9.)

⁶ FY 2023-24 MACRD Budget Statement.



Figure 9, MACRD Revenue in 2022 Budget



The current capital bond rate is approximately \$0.62/1,000. Originally leveraged in 2004 to build the MAC, this debt was refinanced in 2015 and will be paid off June 1, 2025. In 2023, the general bond obligation debt service will cost the district \$820,500.

The current year permanent tax rate is \$0.25/1000 (established with the formation of the district in 2004). The current local option levy rate is \$0.40/1000. This 5-year operations levy was reauthorized in November 2022.

User Fees

The district budget relies on user fees for approximately 27% of annual revenue. This includes a combination of membership fees, pool use/drop-in fees, recreation program fees, including youth camps, facility rental fees, etc., which are used to support operations, maintenance, and service delivery.

In 2015 the MACRD board adopted a **cost recovery system** to provide a consistent structure to fairly pass along user fees to community members who choose to participate in a respective program. A cost recovery system is “a system that represents a park, recreation or conservation agency’s decision to generate revenue by charging fees for some, or all, of its programs and services in order to offset the expenses of providing those programs or services.”



The intent of the Cost Recovery program was to cover direct costs (such as office and equipment supplies, advertising, team fees, uniforms, and coaching salaries) with user fees. Not all programs are treated equally, however. Adult programs are expected to cover a larger percentage of fees (125% of cost) to help sustain youth and senior programs. In water programs are given a rate of 75%, as these programs are generally more costly to operate. Out of water programs are expected to break even or earn a profit. The Cost Recovery program acknowledges that this shifts the burden onto land-based recreation program users, stating: “It will be key for the MACRD to work with club sports groups to establish fundraising, donations, and sponsors for those programs to try and keep user fees low.”⁷

**Price example:
Recreation league
(6 week session):**

\$78 (In District),
\$100 (Out of District)

In-District residents get a slight break on fees, compared to out-of-district users. Patrons who live outside of the MAC recreation district pay a 20% out-of-district fee.

There is a drop-in fee for use of the natatorium. All patrons who enter the natatorium are charged the drop-in rate whether they swim or stay dry, in order to maintain a 1:40 lifeguard to patron ratio (OR 330-060-0207). The rate varies by age and in/out of district (youth/adult -- \$8/In District, \$10/Out of District, under 5 -- \$4/In District, \$5/Out of District). Daily admissions, not including membership fees, accounts for 61% of aquatics revenues and 39.5% of overall user and registration fee revenue.

Memberships

Frequent visitors can purchase monthly or annual memberships to the MAC to save some money. Benefits include access to drop-in recreation activities (both aquatics and land-based), free entry for children under 3 years old, and 10% discounts on recreation activity fees. Punch cards are also available for purchase year-round (10- or 20-punches).

Sales of both punch cards and memberships have gone up in the last two years. (See Figure 10, MACRD Membership Statistics, 2021-2023.)

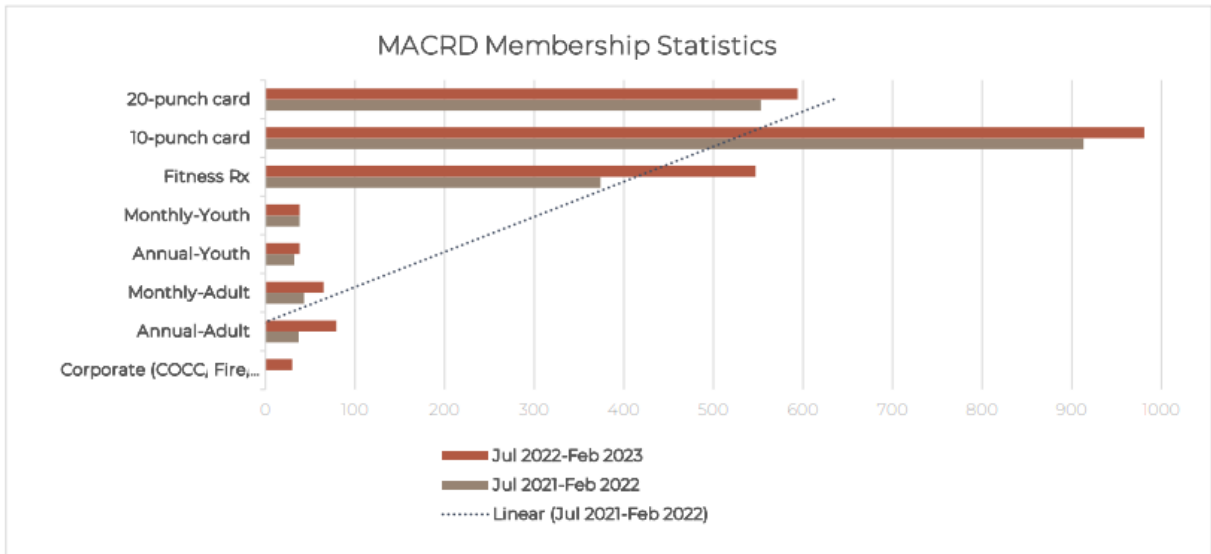
MEMBERSHIPS		
	MEMBERSHIP-PUNCH CARD	
	In District	Out of District
10 Punch Adult/Youth	\$ 70	\$ 90
20 Punch Adult/Youth	\$ 138	\$ 178
	MEMBERSHIP-MONTHLY	
	In District	Out of District
ADULT	\$ 33	\$ 38
YOUTH	\$ 16	\$ 20
	MEMBERSHIP-ANNUAL	
	In District	Out of District
ADULT	\$ 330	\$ 396
YOUTH	\$ 130	\$ 160

Source: MACRD, 2023

⁷ “MAC Cost Recovery System,”



Figure 10, MACRD Membership Statistics, 2021-2023



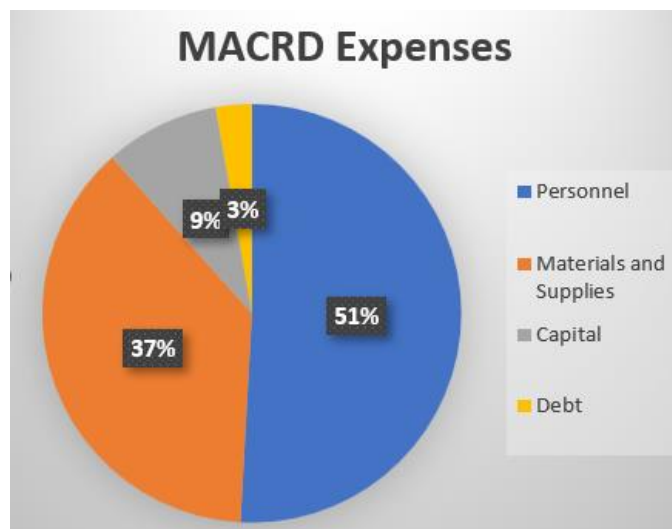
Source: MACRD, 2023

Expenses

MACRD’s expenses fall into four general categories: personnel, materials and supplies, capital, and debt service. (See Figure 11.)

Direct aquatics staffing accounts for approximately 62% of personnel costs. Additional costs for aquatics, not reflected in the budget, include 20% of the Executive Director’s time and more than 50% of the recreation director’s time, as they backfill lifeguards and deck supervision duties.

Figure 11, MACRD Expenses from 2022 Budget



Capital projects are currently focused upon implementation of the 5-year capital improvement/maintenance plan, which began in 2019. There is close to \$2 million in proposed improvements remaining to be funded in this plan, including \$1,250,000 for locker room improvements that are scheduled for 2027.

Partnerships

The District has strong relationships with many local and regional organizations that support enrichment for the residents of the area. These relationships have been important for helping the District reach and serve the needs of populations that have often been excluded or discouraged from participation in public services.

Jefferson County School District 509J

MACRD shares its mission with the Jefferson County 509J District. Both parties are trying to do the best they can for students. 509J has an intergovernmental agreement with the MACRD that dedicates \$30,000 in school funds each year to cover the cost of swim lessons for all second graders in the school district and the High School Swim Team's use of the pool. MACRD also relies upon use of 509J facilities to implement many of their recreation programs, such as basketball, volleyball, flag football, etc. They rent gyms and fields at \$50/month per facility. MACRD is tied for #1 priority in scheduling (with a local basketball program) of gyms and field space.

Madras Swim Team

The Madras Aquatic Center is home to the Madras Swim Team, a non-profit organization that focuses on providing competition-level training and opportunities for youth (pre-High School). The Swim Team rents space at the MAC, usually at the same time as the High School swim team, for their trainings and meets. Although they have struggled with attendance since COVID, they are rebuilding attendance towards a goal of 40 youth. Cost of registration is a big concern, however, and this is driven in large part by the costs of MAC rental. The Swim Team is considered vital to the community and is something that has brought in a lot of business to both the MAC and the greater community over the years, as well as providing fantastic opportunities for kids.

Jefferson County Parks & Recreation

MACRD has a close relationship with Jefferson County Parks & Recreation, developed over the last few years as MACRD has used Juniper Hills Park as the site for more of their recreation programming. As Juniper Hills has areas to grow and expand, this partnership will become more vital in the years to come. Juniper Hills Park is the largest facility owned and operated by Jefferson County and includes a mix of natural and open space and developed recreation facilities (ball fields, soccer fields, etc.). Elements remain underdeveloped at this time (parking, etc.). The Bean Foundation also owns property adjacent to Juniper Hills that could be considered for future expansion.



City of Madras

The City of Madras and MACRD, although overlapping in territory and service provision, do not have an ongoing Memorandum of Understanding or plan. However, the City is dedicated to increasing the livability and beautification of Madras and has adopted Council Goals that include exploring private and public partnerships. As recreation opportunities are key to “livability,” there is room for possible future partnerships to manage facilities and programming.

Per a community survey completed in 2019 for the City of Madras Parks and Recreation Plan, Madras’ key recreation priorities include the development of a dog park, restroom facilities at each park, more trails and bikeways, and open space areas for public enjoyment. The city has a good trail system, but the residents want more places to hang out and play. Current parks are heavily utilized (on a first-come, first-served basis).

Jefferson County Public Health

Jefferson County Public Health and various health care providers in Jefferson County have a shared vision of a healthy community for all with MACRD.

Their partnership with MACRD has evolved over the years from non-existent to pamphlet/information kiosk provision to partnering on full-fledge programming. Unfortunately, the lack of staff time and money on both sides limits coordination outside of limited day-to-day operations.

An example of the potential strength of growing this partnership is seen in the Fitness RX program, which originally started as a partnership with the St Charles Health Care System before expanding to private and public health care providers. The program provides “prescriptions” to patients to use the pool for recovery/fitness at no cost to the patient. The program is extremely popular, although is under-funded to meet current demand. Jefferson County Public Health would love to see its continued growth, with the goal of seeing long-term changes in the health outcomes of Jefferson County communities. However, there would need to be some sort of transition program to support long-term use, as many cannot afford to continue attending MAC after their prescription has expired.

Jefferson County Public Health has also worked with MACRD to apply for joint grants to accomplish needed improvements at the MAC, such as a joint grant received in 2022 to install \$100,000 worth of HVAC improvements to prepare MAC to function as Clean Air Shelter during Hazardous Air Quality events. This Shelter is the first of its kind located within a recreational facility and a model for the state.

Jefferson County Public Library

There is a lot of synergy between the Jefferson County Library District and MACRD, and the two organizations have partnered in the past on advertising and program development. MACRD



could learn and gain much from expanded coordination with the library, in areas such as Spanish-language program delivery and community marketing. The library has a robust social media presence and extensive Spanish-language programming (with a dedicated librarian). The library saw a paradigm shift in the use of the library by this community after they committed to producing all informational materials in English and Spanish.



CHAPTER 4: COMMUNITY NEEDS AND ISSUES

This section provides an overview of the extensive public engagement program implemented for this project. It includes a summary of findings from stakeholder interviews, community focus groups, an online survey, and a Visioning Workshop. (See Appendix A for a more in-depth report on community engagement.) This section concludes with key takeaways from the community engagement program, and a needs-based approach to addressing identified issues.

Project Goals

The 2023 MACRD Facilities and Services Master Plan project was intended to:

- Identify community expectations for programs, services, and facility needs for the next 10 years.
- Develop a shared vision with partner organizations.
- Adopt a strategy for the future that is grounded in community expectations.

In order to achieve these goals, we designed an extensive community engagement plan to embrace the totality of MACRD's stakeholders -- its governance body, community partner organizations, aquatic center users, recreation program participants, and the broader community, with specific focus on groups that have lacked formal representation in prior planning efforts (Hispanic community, Warm Springs reservation members, and youth).

Engagement Plan

Community engagement efforts included the development of a broadly representative Steering Committee, stakeholder interviews, two rounds of public surveying, focus groups with key community groups, including local middle and high school students, members of the Warm Springs Reservation, and the Spanish-speaking community, tabling at community events throughout the summer of 2023, and a Visioning Workshop with the MACRD Board of Directors.

The following section provides a brief overview of each engagement method. See Appendix A for more detailed information.

Steering Committee

A Master Plan Steering Committee was formed at the beginning of the project. This Committee was made up of representatives from the Bean Foundation, Jefferson County Parks and Recreation, MACRD Board of Directors, St. Charles Health System, 509J School District, City of Madras, Jefferson County Commission, and MACRD program volunteers and parents.

The Steering Committee helped define project goals, provided background and context, brainstormed needs and issues, and informed the engagement strategies. They also reviewed engagement findings and provided feedback on the draft strategies.



Online Survey

IPRE conducted an online survey of MACRD members. We used information from stakeholder interviews and worked with MACRD staff to identify key issues and questions that should be included in the survey. The survey was developed using the Qualtrics survey tool as an online survey; however, it was also made available in writing in English and Spanish. MACRD staff distributed the survey to district members through newspaper announcements, posters, social media posts, and tabling at events; IPRE collected and analyzed the result. Between May and July, 2023, 379 Jefferson County residents took the online survey. (See Appendix B and C.)

Stakeholder Interviews

As a range of stakeholder organizations are engaged in various elements of the parks and recreation system with the MACRD boundary, it was important to fully understand the range of services and key issues of each of these organizations. Moreover, it was important to engage them in the process of shaping an expanded recreational program in coordination with MACRD. IPRE held virtual interviews with stakeholder organization representatives identified by the MACRD Director and Steering Committee to better understand their needs and desired collaboration with the District. Information gathered from these interviews informed the questions we presented to MACRD constituents through the online survey. (See Appendix D.)

Interviews were held with: Bean Foundation; business representatives; City of Madras; Jefferson County Library; Jefferson County Parks & Recreation; Jefferson County Public Health; Jefferson County School District 509J; MACRD Board of Directors; Madras Swim Team; Bend Parks & Recreation District; Redmond Parks & Recreation District; and several volunteer coaches and parents.

Focus Groups

As part of broader efforts to engage portions of the community that have often been left out of planning discussions, IPRE and MAC staff worked together to host a series of focus group meetings with the following constituencies: (1) District youth, (2) Indigenous community, and (3) Latinx community. IPRE staff engaged with Papalaxsimisha and the Latino Community Association of Central Oregon to develop culturally relevant engagement with these groups. (See Appendix E.)



Visioning Workshop

IPRE facilitated a visioning workshop with the members of the MACRD Board of Directors that was open to the general public on September 7, 2023. The workshop was structured to review public engagement findings and themes and use that information to develop a vision for the

future of MACRD. The final recommendations of the Master Plan were developed from this discussion.

Strengths

The stakeholders and community members interviewed for this plan clearly loved the MAC. It is a beautiful pool, with amazing mountain views, which is widely used by residents of Jefferson County. Many users said it was the cleanest aquatic facility they have ever been to. Their dedication to providing swim lessons for all second graders has made the facility a critical component of the community's safety and lifestyle.

MACRD programs provide vitally important recreational opportunities to the children and families of Jefferson County. MACRD also offers community involvement, bringing people together to encourage healthy lifestyles. Its programs are integrated into the community through strong partnerships with the 509J School District, Confederated Tribes of Warm Springs, Jefferson County Parks & Recreation, Madras Swim Team, St. Charles Health, and others. The great growth of MACRD's basketball and flag football programs over the last few years reflects the need for and value of the programming MACRD is offering within the community.

Interviewees called the staff "beyond friendly," collaborative, and open-minded. Their professionalism represents the communities they serve well. There is also broad recognition that the MACRD is now under management that is "righting the ship" through improved financial management practices. Evidence of success is seen in clean audits, transparent budgets, and robust internal controls that provide necessary checks and balances to eliminate fraud.

Key Issues

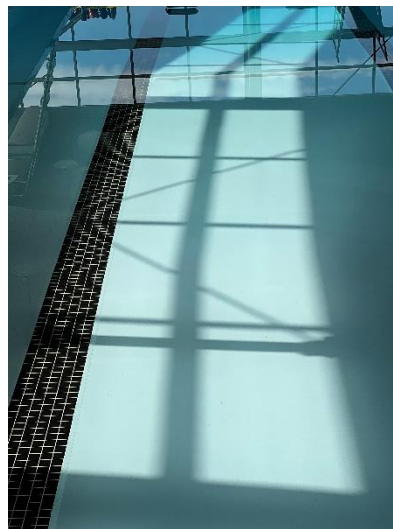
We asked how MACRD can best serve the community over the next 10 years. What follows is an analysis of the key issues we heard.

1. MACRD must reduce barriers to:

Schedule/Operating Hours:

The most common comment throughout the on-line survey was the need to reduce the barrier caused by the schedule. 28% of the survey participants indicated that they cannot utilize the MAC because the operating hours do not accommodate their work schedule. Furthermore, 61% of all respondents said that expanded swim hours are very important. Being available for open swim after 5pm on weeknights and being open all weekend will provide more opportunities to go to the MAC.

Cost:



Additionally, 33% of respondents find the cost of using MACRD services too expensive, which often prevents them from going. 29% of this group makes less than \$15,000 annually and 71% have at least one kid at home, so they cannot afford to utilize MACRD services. Some mentioned that other pool options nearby such as Redmond are more affordable so they chose to go there. Offering affordable family memberships and lower price options to serve the lower income families in the Madras area is necessary to retain support and attendance.

MACRD should look for regional examples to address the cost disparity issues and better support its lower-income residents. Examples include the Redmond SafeSwimKids program, where Unaccompanied Minors under the age of 16 who want to use the facility without a parent or guardian sign a behavior agreement rather than charge parents who don't swim for memberships.

Communication:

Language barriers were also present among the results. Many participants commented that there was a lack of bilingual staff available at the MAC to assist them and little communication available in another language besides English. Bilingual staffing and programming will provide opportunities for MACRD to reach the growing Spanish-speaking population in Jefferson County. MACRD needs to create a culture of openness.

Accessibility:

Community members would like to see more accessibility in services like adaptive equipment and smaller group areas to accommodate different abilities. Expanded family restrooms/private dressing rooms was a frequent request.

2. MACRD must improve quality of...

Existing Facility:

The majority of survey participants utilize the MAC (63%), so they would like to see future funding focus on improving the amenities and facilities of the aquatic center. When asked where they would spend \$100 on different areas of MACRD, the highest category across all survey respondents was Madras Aquatic Center maintenance, averaging almost \$27 across 336 participants. These improvements include pool liners, pumps, filters, roof, and locker room rehabilitation.

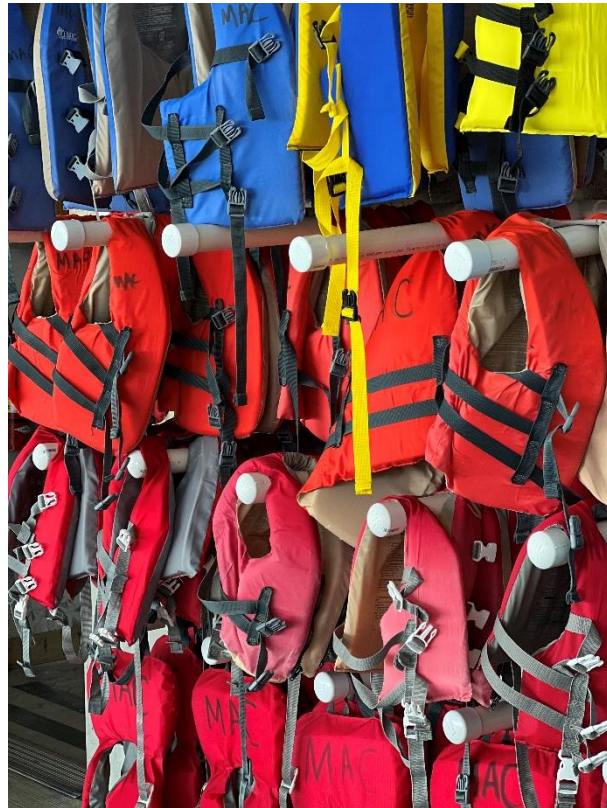
Programming:

Furthermore, many survey respondents would like to see the quality of MACRD programming improve. In youth sports programming, many commentors did not feel like they were getting the value they were paying for from volunteer coaches. Spending more time creating consistency across programming is important to the community. Some participants would also like to see an increase in different kinds of programming such as more senior programming, indoor youth sports, and adult fitness.



Amenities at the MAC:

Recommendations for improvements also focused on the quality of amenities available within the MAC. Many participants would like to see amenities such as “more pool space,” a “sauna,” “workout equipment,” “more pool toys,” and a “kids hot tub.” Outside amenities, like picnic tables, outdoor hot tub or pool, or gathering spaces (for movies, etc.) were also popular ideas. Using additional funding on adding the features that are important to users is essential to increasing support.



3. The MACRD Board and staff must increase transparency in...

Governance:

Along with improving the MAC and reducing barriers to access, many survey participants said their support of a new maintenance bond or continuance of the current bond is dependent on more transparency of where the money is going. Comments like “inform the community,” “more transparency,” and “more information” were a pattern throughout the open-ended comments.

Funding:

MACRD may lose important local support if they can’t identify a sustainable funding stream for existing and proposed facilities/programming. They need to focus on what they do best and pave a way forward that is sustainable.

Key Opportunities

Expansion

Many people called out the need for indoor gym space in Madras. The Jefferson County 509J School District’s facilities are the key resources used at present by the community for indoor activities – and these facilities are already 90% occupied during winter months.

New indoor facilities may be added onto the MAC or constructed at Juniper Hills Park or elsewhere in the community. Developing partnerships with the County, Cities, and School Districts will be vital to make this opportunity a reality.

There was interest as well in MACRD acting as a community coordinator for recreation programming throughout the district in the future. It should be noted, however, that comments along the lines of “you don’t need more facilities, just to use the ones you have to their maximum” were common.

Support for further property taxes

Our community survey included questions related to renewing bonds or levies for maintenance and/or expansion of MACRD in the future.

The majority of adults (20+) said YES to a bond of similar size for maintenance of the MACRD; 23% said maybe. Only 10% said NO. For some, it depends on what the money is spent on. Most wanted to see a focus on expanding the ability to use the MAC – evening and weekend hours, reduced swim prices – as part of the package.

On the question of a higher bond for capital improvements/new facilities, 50% said YES, 25% said MAYBE, while 17% said NO. For those who are on the fence, it depends upon transparency, a clear vision and business plan, and lower swim prices.



[It depends on] the facility type, what benefits they bring to the community, and if there are any possible bonuses for continual support.

Needs-based Approach

To meet the above needs and satisfy the community’s requirements, MACRD must take a needs-based approach to meet the following goals:

- Change the perception of access to the MAC (make the MAC feel more like a **community place**), or the idea of expanding services/facilities will make some assume that there will be even less access to expanded services.
- **Support the facility through taxes**, not fees, to ensure that Madras community members can attend.
- Sell the **vision of a culture of health** to the community.
- Enhance the **quality of current deliverables**. (Maximize pool usage, have more accountability and oversight of volunteers, improve customer service, expand access to pool for tournaments, continue to support swim team, etc.)
- Cultivate **passionate staff, leadership and volunteers** that are devoted to doing recreation well. Need enthusiastic supporter(s) of recreation to get out in front and inspire participation/quality.
- Focus on **volunteer development** and support, with high standards that are supported by training and resources.
- Determine a **funding strategy** that maintains the facility, adds/expands access to the facility for all members of the community, and strongly supports existing programming before expanding programming/facilities.
- Enhance **relationships with community leaders** (from top down) -- Cities, County, School districts, Library, Public Health, Chamber of Commerce, etc.
- Take a lead role in developing a **plan for partnering** to maintain and use existing recreation facilities in Jefferson County and Madras. Explore development of a partnership with nearby recreation districts.
- Develop and implement a broad **advertising/marketing strategy**. Develop corporate accounts, tourism initiatives, expanded social media presence, a regular newspaper column, regular public meetings/listening groups, etc.
- Develop a stronger connection/relationship with Hispanic population through adding **Spanish-language** programming, printing all materials in Spanish, etc.
- Improve **staff compensation**, development, and retention.

Conclusion

MACRD needs to grow – to both better serve the community’s needs and to develop sustainable a funding model. Expanded partnerships with Jefferson County, cities within the district, and the 509J School District will be vital to this growth, as will better support for and inclusion of the diverse populations of Jefferson County. The path forward must not require going out to the public for a levy every five years OR lean so heavily upon fees that it prices out residents. Expanding on-site at the MAC to offer additional in-door recreation opportunities and more pool operational hours, paired with lower entrance fees, is the goal.



CHAPTER 5: RECOMMENDATIONS

This chapter communicates the direction of MACRD moving forward. It presents a series of recommendations designed to further MACRD’s abilities to meet the goals identified through this Master Plan process.

10-Year Goal

Over the next 10 years, MACRD must center their operations, programming, and governance around the needs of the community, making the MACRD facilities and programming more **accessible, affordable, welcoming, and responsive**.



To accomplish this, **MACRD must explore its options to expand, raise its permanent tax base, and develop a solid business plan that provides assurances to the community**. It must also adjust its current operations and programming to meet the current and future needs of the community.

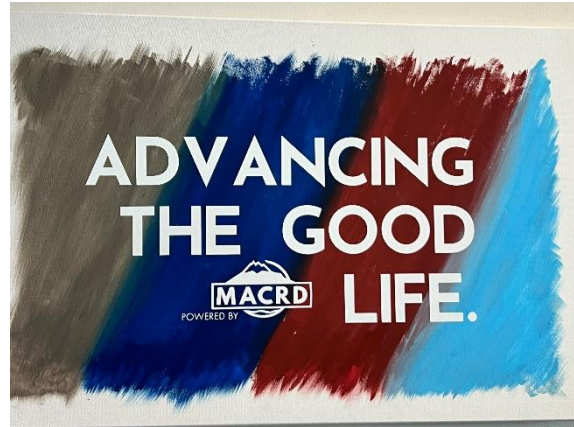
Programmatic recommendations

The following recommendations are designed to build upon and enhance the current MACRD Master Plan. These general programmatic recommendations are designed to provide context and substance to the 10-year action plan that follows.

Management & Operations

Transparency in operations, financial reporting, and program outcomes is essential.

- A. Develop a solid business plan centered on the needs of the community—and ensure it is available for the community to review and comment.
- B. Develop and implement a comprehensive district sponsorship and donor program.
- C. Address staffing shortages by separating management of pool from administrative duties and developing a robust hiring and retention program for lifeguards. This could include a talent development model, modifications to pay, expanded benefits, etc.



Programs and Services

Targeted effort is needed to serve the needs of populations that have often been excluded or discouraged from participation in public services.

- A. Reduce barriers to use/participation. Explore opportunities to reduce financial barriers to participation for lower income community members (reduced program fees, subsidy programs, sponsorships, etc.). Expand open hours to include more evenings/weekends.
- B. Increase awareness of MACRD in community through an organized, robust marketing program.
- C. Increase accessibility to MACRD facilities and programs for non-English speakers. Embrace the Spanish-speaking community through offerings in Spanish (website, marketing materials, program materials, bi-lingual instruction, bi-lingual staff).



- D. Work with the Confederated Tribes of Warm Springs to address targeted needs of this community. Establish transportation assistance programs (from schools to MAC, Warm Springs, Culver, etc.). Explore using underutilized gym space in Warm Springs for recreational programming (league games, practices, summer camps).
- E. Perform annual survey of community needs and concerns (with Jefferson County Public Health) and incorporate findings into annual work plan.
- F. Monitor facility use – use information to pilot different opening hours or free events/days designed to pull in new users.

Community Partnerships

Long-term sustainable recreational programming takes strong community partnerships.

- A. Explore partnership opportunities for facility space with the goal of offering additional programs and services.
- B. Leverage existing partnerships with 509J and Culver school districts, Jefferson County, and local cities to collaboratively serve district patrons. Pursue an intergovernmental agreement with the City of Culver and/or Culver School District for student swim lessons.



- C. Work with Jefferson County Public Health and local medical services to expand the Fitness RX program and offer additional programming designed to positively impact the health and wellness of the community.
- D. Support local swim team access to the pool, including reviewing fees and charge in line with/accordance with other similar districts.
- E. Develop informal and formal relationships with Latino and Native American community-based organizations throughout Jefferson County to foster culturally relevant engagement and ensure inclusion within MACRD program and service delivery.



- F. Develop a District Partnership Committee (including representatives from government entities including the MACRD board representative(s), Cities of Madras and Metolius, Jefferson County, 509J School District, Jefferson County Library District, and the Confederated Tribes of Warm Springs) who meet quarterly to coordinate and explore partnership opportunities. Community-based groups could be invited to join the conversation on an as-needed basis.

Financial Future of MACRD Operations

The recommendations for MACRD seek to determine the financial future of the parks and recreation district.

At present, the district relies upon its original permanent tax rate (established in 2004), and a local option levy (5-year, beginning in 2022) to support district operations. The local option levy and tax revenue is used to support operations and maintenance of the aquatic center and other recreational programming. Generated fees, grants, and donations cover the remainder of the operating budget.

The original permanent tax rate did not include projections for future maintenance of the MAC, nor did it include necessary operational elements (like a need for full-time employees). MACRD has hence been required to lean heavily on user fees, grants, and donations to pay for deferred maintenance. The natatorium, which will soon be two decades old, needs approximately \$2-4 million in renovations and maintenance over the next five-ten years. Although the district is currently operating in the black, it has no room to cover large renovation costs or emergencies within the budget. To maintain and/or expand current funding levels, the Board must go back to the voters every 5 years to ask for a new operating levy, which erodes support over the long-term and creates instability for operational funding.

The current funding levels are also insufficient for responding to growth in programs and services. There is great demand and need for expanded MAC operating hours (and the additional staffing required to provide safe coverage for those hours), as well as affordable land-based recreation programming. When asked what else they would like to see, in-door recreation space was the community's #1 request. This includes demand for additional sports courts (for basketball, volleyball, pickleball, etc.), fitness rooms and dance rooms, and weight room space.

There is no room within current indoor facilities to expand indoor recreation in Madras. The Jefferson County 509J School District provides the majority of indoor recreation space in the county. The 509J indoor gymnasiums are almost fully occupied by youth basketball and MACRD programs in the winter months (90% occupancy). There is little remaining capacity for smaller non-profit or community organizations. The 509J School District is in support of the construction of additional recreational space in the community, as that will relieve some of the pressure on their facilities and provide additional opportunities for Jefferson County children.



Solutions

The Board agreed unanimously that the MACRD cannot continue under the current financial model. Changes must be made to ensure the long-term financial sustainability of the district while meeting the community's needs for expanded programs and services.

The Board has chosen to explore raising the permanent tax rate (through the dissolution and reformation of the district under a new rate). This would allow them to raise the rate to a level that would pay for the maintenance and operations of the current facility, as well as plan for program expansion and long-term growth in the future. Once a new permanent rate is established, and operations funding secured, the Board would seek a new capital bond for the addition of in-door recreation facilities on the MAC property.

The Board and staff are currently evaluating an architectural plan to add 20,000 square feet of indoor recreational space to the Madras Aquatic Center site. This addition would include a competitive basketball court that could be divided into two smaller courts, an indoor walking track, weight room, etc. It is estimated at this time to cost \$800/square foot. The current MACRD bond, if approved at the same rate, is estimated to raise \$19 million, which would cover the estimated project. If this addition cannot be situated on the aquatic center property, MACRD could look at locating a new stand-alone building at Juniper Hills Park in partnership with Jefferson County, recognizing the cost of construction and operations would significantly increase.

The district is currently working with BRS Architecture to develop a proforma/business plan that will be completed in December 2023 for community and board review.



MACRD 10-Year Action Plan

The MACRD Board of Directors evaluated the feedback from the community survey process and determined that MACRD needs to take an incremental approach to growth – to both better serve the community's needs and to construct sustainable a funding model.

Year 1-2:

Under the proposed 10-year plan, a consultant will assist the MACRD staff in the development of a new **proforma/business plan** in Year 1-2 that evaluates opportunities to increase cost recovery at the MAC facility, as well as exploring operational needs for expanding the recreation facility to meet community expectations. This may include addressing issues of operating hours, fee subsidies, Spanish language gaps, staff hiring and retention, marketing needs, etc.

MARCD has already hired a consultant in Year 1 to assist staff in developing and implementing a proforma/business plan. They should also pursue hiring a consultant to assist with ballot measure preparation. This includes assisting with a communication strategy and targeted marketing, with the goal of placing the withdrawal of the current district and its **reformation under a new district/permanent tax rate** on the ballot in Year 2.

Concurrent with the development of the proforma/business plan, the Board and staff will work with their consultants to develop a **plan for onsite expansion**. A long-range business plan that covers operations and maintenance of the expanded facilities will allow them to pursue grant funding to develop capital construction plans. Once we know how much the project may cost (in realistic terms), a fundraising plan can be developed, with the long-range goal of a capital bond. Staff has begun exploring offering swim lessons to students from the Culver School District, as they already do for 509J. A formal intergovernmental agreement establishing this service should be executed as soon as possible to make sure that this life-saving skill can be passed to these students.

Year 3-6:

The actions of Year 3-6 will be dependent upon the success of the first two years. If the capital bond is successful, MACRD can focus its efforts on **fundraising for the expansion and executing construction plans** for onsite recreation space and MAC maintenance. If not, the business plan will need to be modified to pursue other options, including a renewal of the operating levy. The other aspects of the business plan, including expanding hours and reducing program fees, will be important in either scenario.

MARCD may also pursue **other local funding sources** in partnership with Jefferson County and the City of Madras. Transit Room Tax or System Development Charge revenues could support expanded recreational offerings that could impact community tourism and economic development.

Year 3-6 will see expanded focus on developing inclusive programming and support for marginalized groups. This will include expanding Spanish-language offerings and bi-lingual staffing and working with regional partners to develop transportation to the MAC. An **inclusive marketing plan** will leverage more attendance and revenue and develop goodwill with the community.



Year 7-10:

With the construction of the addition complete, MACRD can focus on **expanding recreation opportunities and expanding partnerships**. This could include pursuing additional recreation program offerings at Juniper Hills Park (tournaments, etc.) and developing a formal agreement with Jefferson County to consolidate youth sports scheduling at Juniper Hills through the MACRD.



Year 1-2, 2023-2025

Maintain existing facility and scope of programming with available funding.

Evaluate and pursue options for financial sustainability, including additional subsidy funding (property taxes, sponsorships, and grants) to cover operational costs for expanded hours at the MAC, reduce recreation program fees, and support preventative maintenance.

- Hire consultant to develop a proforma/business plan and evaluate opportunities to increase cost recovery at the MAC facility.
- Hire consultant to assist with ballot measure preparation (polling, targeted marketing strategies).
- Place the withdrawal of current district and reformation under a **new district/permanent tax rate** on the ballot.

Develop a plan for onsite expansion at the MAC site, including a long-range business plan.

- Pursue state, federal, and grant funding for capital **construction plans**.
- Develop and execute a **fundraising plan** for onsite expansion.
- Pursue a **capital bond** for MAC maintenance and new recreation space additions on the current MACRD-owned property.

Pursue an Intergovernmental Agreement with Culver School District for student swim lessons.

Year 3-6, 2025-2028

Continue **fundraising** for expansion (or modify plan if capital bond unsuccessful).

Execute **construction plan** for onsite recreation space expansion and MAC maintenance.

Incrementally **implement the business plan** for operating, including hiring staff, expanding hours, and reducing recreation program fees.

Pursue local revenue sources to support expanded recreational offerings that positively impact community tourism and economic development.

- Explore obtaining some TRT and/or SDC funding from the City of Madras and Jefferson County.
- Develop relationships with tourism organizations and explore opportunities to bring in day-users/tourists.

Work with regional partners to **develop transportation alternatives** for getting between various facilities/communities.

Expand Spanish-language offerings and staffing.

Develop a **marketing plan** to leverage more attendance and revenue, engage portions of the community not yet using programs, and develop goodwill with the community.

- Programs should target different market segments (ex. Empty nesters, families with multiple children, seniors, young adults, Latino).

Year 7-10, 2025-2028

Expand recreational opportunities at MAC with input from stakeholders (in expanded facility).

Expand partnership(s) with Jefferson County and non-profit recreation providers to pursue additional recreational offerings (including tournaments, etc.) at Juniper Hills Park.

Develop formal Memorandum of Understanding (MOU) with Jefferson County to **consolidate youth sports scheduling at Juniper Hills** through the MACRD.

APPENDIX A: OUTREACH & ENGAGEMENT REPORT

This appendix provides details on the public engagement activities that formed the basis for this Master Plan. A summary of findings from each of the public engagement activities follows.

Project Goals

The 2023 MACRD Facilities and Services Master Plan project was intended to:

- Identify community expectations for programs, services, and facility needs for the next 10 years;
- Develop a shared vision with partner organizations; and
- Adopt a strategy for the future that is grounded in community expectations.

In order to achieve these goals, the work program included an extensive community engagement plan, designed to embrace the totality of MACRD’s stakeholders -- its governance body, community partner organizations, aquatic center users, recreation program participants, and the broader community, with specific focus on groups that have lacked formal representation in prior planning efforts (Hispanic community, Warm Springs reservation members, and youth).

Engagement Plan

Community engagement efforts included the development of a broadly representative Steering Committee, stakeholder interviews, two rounds of public surveying, focus groups with key community groups, including local middle and high school students, members of the Warm Springs Reservation, and the Spanish-speaking community, tabling at community events throughout the summer of 2023, and a Visioning Workshop with the MACRD Board of Directors.

Public Engagement Plan Overview	
Project Website	April-October, 2023
Project Steering Committee	April-October, 2023
Stakeholder Interviews	April-June, 2023
Community Survey	May-June 2023 (phase 1), July-August, 2023 (phase 2)
Focus Groups	June, 2023
Tabling at events	June-September, 2023
Visioning Workshop	September, 2023



Community Engagement Findings

The following section details the methods and findings of each engagement tool.

Steering Committee

A Master Plan Steering Committee was formed at the beginning of the project. This Committee was made up of representatives from the Bean Foundation, Jefferson County Parks and Recreation, MACRD Board of Directors, St. Charles Health System, 509J School District, City of Madras, Jefferson County Commission, and MACRD program volunteers and parents. Staff also participated in the Steering Committee.

On April 7 they helped define project goals, provided background and context, and informed the engagement strategies. The committee also held a separate brainstorming session on needs and issues on May 9. At later meetings (June 16 and October 24), this Committee reviewed engagement findings and provided feedback on the draft strategies.

Stakeholder interviews

IPRE held virtual interviews with stakeholder organization representatives and other important stakeholders identified by the MACRD Director and Steering Committee to better understand their needs and desired collaboration with the District. Interviewees were asked to answer the following primary questions:

1. What is the overall perception of the District?
2. What is/should be MACRD’s role in relation to the greater parks and recreation system (of the City/County)?
3. How can MACRD work better with their partners?

Information gathered from these interviews informed the questions we presented to MACRD constituents through the online survey. Interviews were held with:

MACRD Master Plan Stakeholder Interviews	
Stakeholder Organization:	Represented by:
MACRD Steering Committee members	Cheri Towery, Tom Norton, Tony Anderson, Angela Harris, Deanna Seibold
Bean Foundation	Jack Woll, Tom Norton, and Scott Delamarter
City of Madras	Christy Wurster, Interim City Manager, Michelle Quinn, Public Works Office Coordinator, Mike Whitfield, Public Works Director
Jefferson County Public Health	Michael Baker, Public Health Director



Madras Swim Team	Board members Marissa Wilson, Sarah Weeks, Amber Searcy, Valerie Fisher, and Bud Beamer
Jefferson County Public Library	Jane Ellen Innes, Director
Past MACRD board members	Greg Williams
Special District Association of Oregon	Bob Keefer

Stakeholder Interview takeaways

Stakeholder interviews provided an excellent opportunity to see how MACRD has been and is currently received in the community and get ideas for building those relationships.

One key takeaway was there are still people out there who are upset because they feel tricked – MACRD was originally sold as “self-sustainable” and it has not proven to be so. Can a recreation district ever be “sustainable” on its own? If not, the community needs to understand the frequency and amount of necessary support. They also can’t ask for more money without enhancing the quality of the deliverables and showing that they have outgrown the current facility/programming.

MACRD also needs to recenter on the community. The current fee structure is too expensive for many residents, who are “fee-sensitive.” The community sees the struggles the organization has had with staffing and volunteer management. They also think MACRD staff are not operating the pool for the community. To be sustainable, MACRD must be more community-centered.

“The MAC should be the community’s pool, where the community goes to play.”

Opportunities

MACRD has opportunities to work more closely with the region’s parks and recreation providers. This could include developing a formal partnership to manage facilities and programming with the City of Madras and/or Jefferson County, or filling a community coordinator role for the full range of youth and adult recreational programming, tournaments, events, etc. They also need to develop partnerships with other recreational operators, Chamber of Commerce, hotels, etc., to access tourists and extend MACRD’s footprint within the community (library displays, public health surveys, etc.).

MACRD must...

- Change the perception of access to the MAC (make the MAC feel more like a **community place**), or the idea of expanding services/facilities will make some assume that there will be even less access to expanded services.



- **Support the facility through taxes**, not fees, to ensure that Madras community members can attend.
- Sell the **vision of a culture of health** to the community.
- Enhance the **quality of current deliverables**. (Maximize pool usage, have more accountability and oversight of employees and volunteers, improve customer service, expand access to pool for tournaments, support swim team, etc.)
- Have **passionate staff and leadership** that is devoted to doing recreation well. Need enthusiastic supporter(s) of recreation to get out in front and inspire participation/quality.
- Focus on **volunteer development** and support, with high standards that are supported by training and resources.
- Determine a **funding strategy** that maintains the facility, adds/expands access to the facility for all members of the community, and strongly supports existing programming before expanding programming/facilities.
- Enhance **relationships with community leaders** (from top down) -- City, County, School, Library, Public Health, Chamber of Commerce, etc.
- Take a lead role in developing a **plan for partnering** to maintain and use existing recreational facilities in Jefferson County and Madras. Explore development of a partnership with nearby recreation districts.
- Develop and implement a broad **advertising/marketing strategy**. Develop corporate accounts, tourism initiatives, expanded social media presence, a regular newspaper column, regular public meetings/listening groups, etc.
- Develop a stronger connection/relationship with Hispanic population through adding **Spanish-language** programming, printing all materials in Spanish, etc.
- Improve **staff compensation**, development, and retention.

Online Survey

The broadest public outreach effort was an online and written survey. IPRE staff worked with the Steering Committee and MACRD staff to identify key issues and questions that should be included in the survey. The survey was publicized and made available in written form at the MAC along with the following channels:

- MACRD Summer Programming Guide
- Local newspaper
- Library
- MACRD Website
- Tabling at summer events, including the Mexican Consulate, Jefferson County Fair & Rodeo, Metolius Spike and Rail Days, Culver Crawdad Festival, Air Show of the Cascades, Latino Fest, and Warm Springs Back-to-School BBQ.

Advertisements included a QR code providing a link to the online survey in English and Spanish. The written 2-page version of the survey was also made available in English and Spanish. The



survey, which was distributed in two phases, received 378 responses. The first round was open between May 14 and June 4, 2023, and received 153 respondents. The survey was then opened again (with the addition of a paper version in Spanish) on June 20 and held open until August 20.

The majority of respondents were from Madras (57%). There were also a significant number of survey-takers from Warm Springs (15%), Culver, Metolius, and unincorporated Jefferson County. Over one hundred surveys were submitted in Spanish, and 42% of respondents identified as Hispanic/Latino/a/x. One-third of respondents were under the age of 20, reflecting the use of the survey at focus groups at local middle and high schools.

Not all respondents completed all questions to the survey. While survey results should not be interpreted as representative of all Cascade Locks residents, they do provide some insight into the perspective of residents within the community.

Community Survey Findings

- May 14-June 2 – 153 respondents
- June 20-August 20 – 225 respondents (100+ in Spanish) – focus on getting responses from broader Madras area taxpayers, Warm Springs, and Hispanic community
- 57% from Madras, 15% from Warm Springs, 7% from Culver, 6% from Metolius, 5% from unincorporated Jefferson County
- 70% with children (under 19) at home

Age of Respondents:

- One-third of respondents (128) were under the age of 20, reflecting the use of the survey in several middle school and high school classroom settings.

Race of respondents:

- 42% identified as Hispanic/Latino/a/x and another 16% as Native American, which reflects efforts to bring the survey to the Latino and Warm Springs communities.

SURVEY THEMES

Key themes became clear in the needs identified through the public engagement process. To address the concerns of the community, MACRD must:

Reduce barriers to...

Usage

The most common comment throughout the entire on-line survey was the need for reducing the schedule barrier to the MAC services. 28% of the survey participants indicated that they cannot utilize the MAC because the operating hours do not accommodate their working schedule. Furthermore, 61% of all respondents said that expanded swim hours are very important. Being



open for free swim after 5pm on weeknights and being open all weekend will provide more opportunity to go to the MAC.

“I would not in any way support expansion of programs or buildings until the facility we have is open many more hours weekly and the programs offered are overrun with participation and volunteers.”

Access

One-third (33%) of respondents find the cost of using the MAC too expensive and this often prevents them from going. 29% of this group makes less than \$15,000 annually and 71% have at least one kid at home, so they cannot afford to utilize MACRD services. Some mentioned that other pool options nearby such as Redmond are more affordable so they chose to go there. Offering affordable family memberships and lower price options to serve the lower income families in the Madras area is necessary to retain support and attendance.

Community members would also like to see more accessibility in services like adaptive equipment and smaller group areas to accommodate different disabilities. Expanded family restrooms/private dressing rooms was a frequent request.

“If the cost of visiting was a more reasonable rate, people and families could afford to go more often, generating more income.”

Communication

Language barriers were also present among the results. Many participants commented that there was a lack of bilingual staff available at the MAC to assist them and little communication available in another language besides English. Bilingual staffing and programming will provide opportunities for MACRD to reach the growing Spanish-speaking population in Jefferson County. MACRD needs to create a culture of openness.

The MAC caters to (a growing) but small minority of this community while ignoring the rest.

Improve quality of...

Existing Facility:

The majority of survey participants utilize the MAC (63%), so they would like to see future funding focus on improving the amenities and facilities of the aquatic center. When asked where they would spend \$100 on different areas of MACRD, the highest category across all survey



respondents was Madras Aquatic Center maintenance, averaging almost \$27 across 336 participants. These improvements include pool liners, pumps, filters, roof, and locker room rehabilitation.

Programming:

Furthermore, many survey respondents would like to see the quality of MACRD programming improve. In youth sports programming, many commentors did not feel like they were getting the value they were paying for from volunteer coaches. Spending more time creating consistency across the programming staff is important to the community. Some participants would also like to see an increase in different kinds of programming such as more senior programming, indoor youth sports, and adult fitness.

Amenities at the MAC:

Recommendations for improvements also focused on the quality of amenities available within the MAC. Many participants would like to see amenities such as “more pool space,” a “sauna,” “workout equipment,” “more pool toys,” and a “kids hot tub.” Outside amenities, like picnic tables, outdoor hot tub or pool, or gathering spaces (for movies, etc.) were also popular ideas. Using additional funding on adding the features that are important to users is essential to increasing support.

Kids wanted:

- More athletic programming
- Wider array of programs
- Variety of water amenities
- Out-of-water amenities at MAC
- More open swim time

Adults wanted:

- Evening and weekend availability
- Bilingual programs
- Indoor recreation space
- Sauna
- Outdoor jacuzzi
- More deck space
- Fitness center/workout space



Increase transparency...

Along with improving the MAC and reducing barriers to access, many survey participants said their support of a new maintenance bond or continuance of the current bond is dependent on more transparency of where the money is going. Comments like “inform the community,” “more transparency,” and “more information” were a pattern throughout the open-ended comments. The community would like to see their tax dollars in action at MACRD through better maintenance, expanded hours, and enhanced amenities. This also means being informed on the changes within MACRD through bilingual updates across different media and print platforms.

Expansion opportunities...

Many people called out the need for indoor gym space in Madras. This might be located on MAC property, or elsewhere. Developing partnerships with the County, City, and School District would be vital in order to make this opportunity a reality – whether it be locating a facility on County land, working with the School District to create joint use space, or identifying a potential shared opportunity with the City. It should be noted, however, that comments along the lines of “you don’t need more facilities, just to use the ones you have to their maximum” were common.

Indoor gym and hitting spaces are our #1 biggest need!!!

Bond measure

Fifty-seven percent (57%) of adults (20+) said YES to a **bond of similar size** for maintenance of the MACRD; 23% said maybe. Only 10% said NO. For some (9%), it depends on what the money is spent on. Most wanted to see a focus on expanding the ability to use the MAC – evening and weekend hours, reduced swim prices – as part of a package of improvements.

It depends if they allow more open swim hours, seems most days it is limited and doesn't allow the community to use the resource to its fullest potential.

On the question of a **higher bond** for capital improvements/new facilities, 50% said YES, 25% said MAYBE, while 17% said NO.

For those who are on the fence, it depends upon transparency, a clear vision and business plan, and lower swim prices.

[It depends on] the facility type, what benefits they bring to the community, and if there are any possible bonuses for continual support.

Spanish-language Focus Group

The Latino Community Association of Central Oregon hosted a focus group at their offices in Madras, with 15+ Spanish-speaking members of the community.

The participants provided extensive feedback on the barriers they faced in using MACRD. They also had many ideas for overcoming issues and challenges.

Language Barrier

They would like to see MACRD more open and accessible to the Spanish-speaking/Latino community. The language barrier creates significant issues, including

concerns about safety. They noted that when they go to the MAC there are no bilingual staff to speak to, which makes them feel discriminated against, unwelcome, and frustrated that they pay the same price as everyone else while receiving less service.

“I want to involve my children more, but there is the language barrier, there are not many Latinos involved. Even when we call, there is no one there to have a full conversation.”

All materials (printed or virtual) need to be made available in English and Spanish. MACRD also needs to offer bi-lingual programming and activities, increase promotion in the Spanish language, and hire/retain bi-lingual staff in key positions (lifeguarding, volunteer management, coaching).

Suggestions include a brochure in Spanish with up-to-date information and programs, a summer guide in Spanish, and a volunteer dedicated to teaching people how to surf the web. It was also suggested that MACRD become a community partner with other entities that have Latino families like LCA.

Cost Barrier

Many participants expressed concerns about the rising costs of visiting the MAC and the high costs associated with participating in programs. They seek family discounts that can make it financially feasible for larger families to attend the MAC. The current program requires adults pay full use prices, even if they don't swim. The only significant reduction in fees for programs comes from parent volunteers – but the materials and training are not provided in Spanish. They also mentioned that the short hours of operation that do not include weekend and evening times make using the services difficult.

“Our families don't participate in the volunteer program because they are not aware and do not feel welcome.”

They would also like to see more discount opportunities that make services more financially accessible. Suggestions included free family nights, discounts if you bring a friend, and family

packages that don't require the parent to pay full price if they don't swim or use the facility (see example program in Redmond).

MAC Facility concerns

This group would like to see more focus on creating better amenities within the MAC facilities, both through the addition of new features and updating current features. They specifically mentioned ideas like creating more slides, adding a kiddie hot tub, and a coffee area along with improving the quality of pools and restrooms.

The bathrooms at the MAC are not very private; they are all together, which is typical of pools, but not typical of the diverse Latino community. They prefer options which offer more privacy than the communal dressing rooms. Gender specific bathrooms or more/larger family restrooms need to be added as part of any future expansion. There was also concern over the heavy use of harsh chemicals. Communication as to when chemicals are added (as they are stronger at initial input) needs to be made available in Spanish for those who are sensitive.

Warm Springs Focus Group

Key issues included transportation barriers, concerns over use of volunteers, limited marketing to Warm Springs community, and scheduling. The community would like to see a stronger partnership between MACRD and Warm Springs, which could include expanded programming or services offered in Warm Springs and the establishment of regular transportation between the reservation and the MAC. Specific recommendations included:

Partnering with Warm Springs

- Add more people from Warm Springs to the programming planning teams/strategy team.
- Partner with other organizations (ex. Warm Springs Community Center) to expand opportunities and to allow for more accessibility of Warm Springs users. Options include hosting summer camps in Warm Springs, basketball practices or games, etc.
- Build Community socializations for the many diverse communities to come together and get to know one another.



Desired Programs and Facilities

- Add Indoor sports (not just basketball).
- Expand programming to include disc golf, lacrosse, rugby, kayaking.

- Expand the kiddie area.
- Expanded time schedules to evening, weekends and holidays.
- Expanded services for seniors/elders.
- Add other wellness activities (karate, kickboxing, Tyche).
- Improve volunteer orientation and oversight.

Transportation

- Partner with the school for transportation for the summer camps and activities.
- Hire Warm Springs high school-age youth for lifeguard, combined with transportation services so the youth have a ride for work and for people who get services at the MAC.

Visioning Workshop

IPRE will facilitate a 2- hour visioning workshop with the members of the MACRD Board of Directors, Jefferson County, City of Madras, and MACRD volunteers on September 7, 2023. The workshop was structured to review public engagement findings and themes and use that information to develop a vision for the future of MACRD. The Board of Directors was presented with four main topics to consider -- scale of the recreation district, future facilities, scale of programming, and sustainable funding. Within each topic, the board discussed a range of options, from no change to substantial change.

The final recommendations of the Master Plan were developed from this discussion. Key decision points focused on the need for MACRD to grow – to both better serve the community’s needs and to develop sustainable a funding model. Expanded partnerships with the County and City and School District will be vital to this growth, as will better support for and inclusion of the diverse populations of Jefferson County. The path forward must not require going out to the public for a levy every five years OR lean so heavily upon fees that it prices out Madras’ residents. Expanding on-site at the MAC to offer additional in-door recreation opportunities and more pool operational hours, paired with lower entrance fees, is the goal.

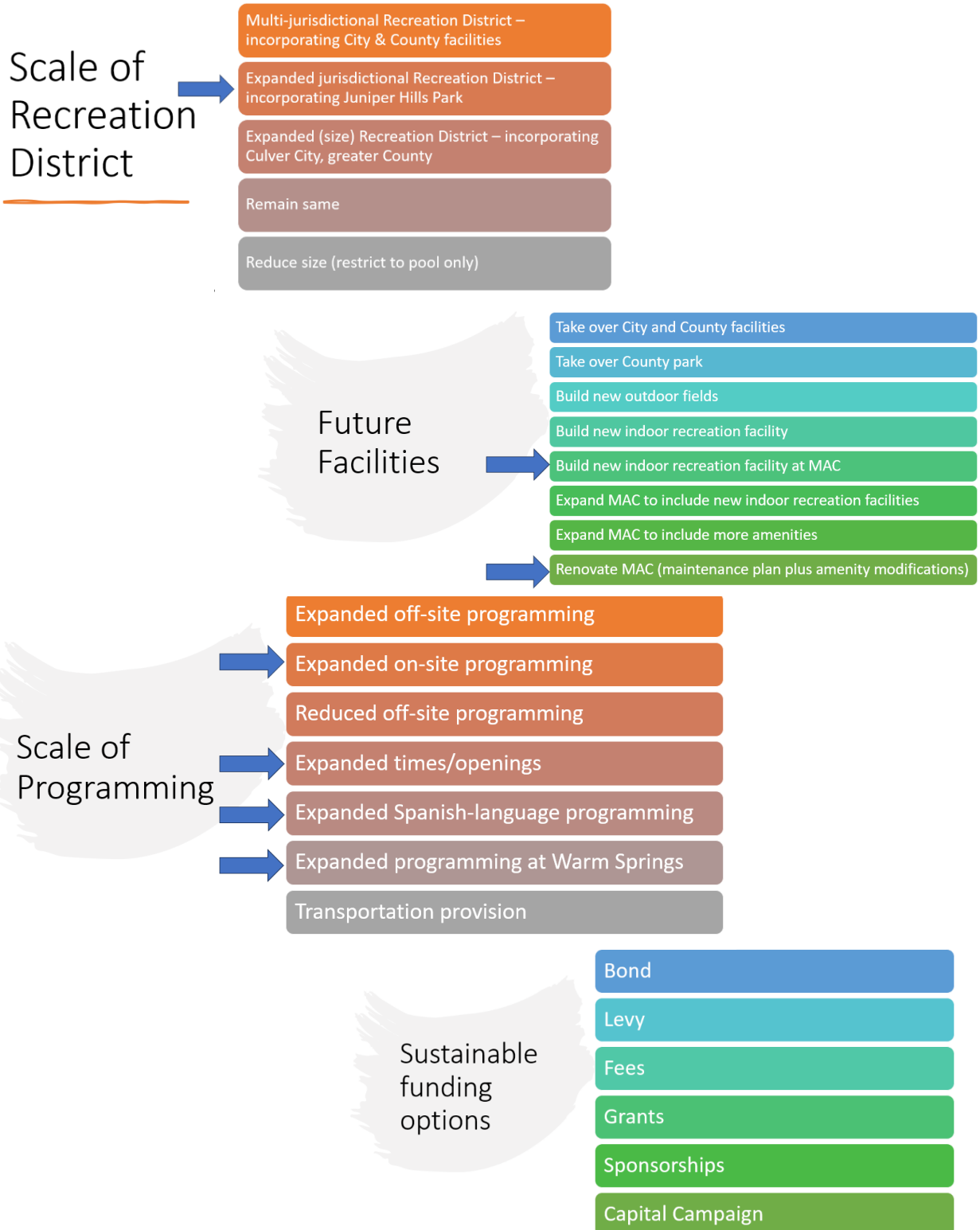
Key Takeaways

The following are the key takeaways from our community engagement. MACRD Board of Directors and staff must:

- Change the perception of access to the MAC to feel more like a community place.
- Support the facility through taxes, not fees, to ensure that community can attend.
- Enhance the quality of current deliverables.
- Determine a funding strategy that maintains the facility, adds/expands access to the facility for all members of the community, and strongly supports existing programming before expanding programming/facilities.



- Take a lead role in developing a plan for partnering to maintain and use existing recreational facilities in Jefferson County and Madras.



APPENDIX B: SURVEY INSTRUMENT

This appendix presents a text version of the on-line survey administered by the Institute for Policy Research and Engagement (IPRE) team through the Qualtrics survey platform.

MACRD Master Plan Feedback Survey

Tell us what you think!

Thank you for taking the time to take this survey.

This survey is part of an effort to learn more about what is working well at the Madras Aquatic Center Recreation District (MACRD), what could be improved, and what, if any, programming or facilities the community would like to see (and fund) over the next 10 years.

This short survey has three sections and should take about 5-10 minutes to complete. This is an anonymous survey. Your name will never be connected with your responses. Please complete the survey no later than May 19, 2023.

To thank you, you will have the opportunity to enter a raffle to win a 10-visit punch card to the MAC!

Consultants working on behalf of the MACRD developed this survey and will be analyzing the results. Findings from the survey will be used to inform discussions and recommendations for the MACRD Facilities and Services Master Plan. If you have any questions about the survey or the project in general, please contact Amanda Ferguson, Project Coordinator with the University of Oregon's Institute for Policy Research & Engagement, at aferqus4@uoregon.edu or 541-409-2522.

Part 1: Satisfaction with District services

The MACRD operates and maintains the Madras Aquatic Center and offers recreational programming at nearby schools and Juniper Hills Park. Please answer the following questions to the best of your ability about your use of these facilities or programs.

1. **How familiar are you with the Madras Aquatic Center (MAC) Recreation District?**
 - Very familiar
 - Somewhat familiar
 - I know a little
 - Not at all
2. **I/we live in:**
 - Antelope
 - Ashwood



Bend
Crooked River Ranch
Culver
Madras
Metolius
Prineville
Redmond
Terrebonne
Warm Springs
Unincorporated Jefferson County
Unincorporated Crook County
Unincorporated Deschutes County
Other:

Culver Resident questions:

Have you or your family members ever participated in MAC Recreation District programs (swimming at the MAC, sports, camps, etc.)?

Yes

No

Most Culver addresses are currently outside of the MACRD boundaries and do not pay property taxes to the district. Out-of-district patrons pay an additional 20% fee for all services. For example, a drop-in swim at the MAC is \$8 in-district and \$10 out-of-district. With this in mind, please mark any of the following that apply to you/your family (check all that apply):

We would vote yes to pay property taxes to the district so we can pay the in-District rate.

We do not want to pay property taxes to be considered 'in-district' and are satisfied paying 20% more since we are out-of-district.

We would only want to join the district and pay property taxes if they had a facility and offered programs in Culver.

We do not want to pay property taxes to the MACRD.

Other comments: [open ended]

[skip logic at end of this question to go to demographics section]

3. In the past year, have you or any member of your household done any of the following:

Visited the MAC

Participated in MACRD recreation programs (swim lessons, football, youth basketball, open swim)

Neither

Not sure



4. **What are the barriers/reasons you or your household don't use MACRD programs/services/facilities more often? (Check all that apply.)**

- Feels unsafe
- Too expensive
- Schedule doesn't work for me
- I didn't vote for it
- No transportation / too far away
- No childcare
- No Bi-Lingual or Spanish programming
- Don't know how to swim
- Would rather do something else
- Unaware of what is available
- Don't have kids
- Other

5. **How satisfied or dissatisfied are you with the level of maintenance at the MAC?**

- Very satisfied
- Satisfied
- Neither satisfied nor dissatisfied
- Dissatisfied
- Very dissatisfied
- Don't know

Part 2: Vision for Recreation District

MACRD recognizes that local recreation programs are important for current and future residents and economic development. It is important to us that we provide activities and services that you actually want to use, not just what we think you might want us to offer.

Please answer the following questions to help us understand what you would like to see us offer, both for programming and facilities.

6. **Would you like to see the MACRD offer additional programming? On a scale of 1-5, how important are each of the following additional programs to you or your household?**

- 0-5 year old programming
- Year-round pickleball
- After school programming
- Indoor sports programming
- Expanded swim time (evenings, Sundays)
- Evening fitness programs (aqua and land-based)
- Adult enrichment programs (art, music, technology, etc.)
- Other: (write in)



7. If you had \$100 to spend on recreation facilities, how would you divide it among the following categories?

Aquatic Center maintenance (pool liners, pumps, filters, roof, locker room rehabilitation)	\$
Aquatic Center improvements (locker room expansion, outdoor deck expansion, expanded conference room/meeting/party space, community learning kitchen)	\$
Expanded indoor facilities at the MAC (multipurpose gyms, fitness center, indoor walking track)	
Outdoor recreations spaces at the MAC (pickleball courts, splash pad, etc.)	\$
Indoor field space (soccer, football, etc.)	\$
Other (please describe): _____	\$
Total	\$100

8. The MAC facility is 15 years old and will require an estimated \$2-5 million dollars in capital maintenance over the next 10 years. The original facility bond will be paid off in 2025. Would you support a maintenance bond? (It would be at half the cost of the current bond, which would result in lowered taxes.)

Yes
 No
 Maybe
 It depends

9. If you answered “it depends,” what does it depend on? (write in)

10. New recreation facilities would require new funding. Would you support a continuing bond at the same rate for another 5 years (2025-2030) to pay for new facilities?

Yes
 No
 Maybe
 It depends

11. If you answered “it depends,” what does it depend on? (write in)

12. What areas for growth and improvement do you see for MACRD? (write in)

Part 3: About You!

Finally, we’re interested in knowing a little bit more about you. The next set of questions will help us understand if the people who take the survey are representative of the city overall. As a reminder, your responses are anonymous and will not be linked to you.



13. What is your age?

- 0-9
- 10-19
- 20-29
- 30-39
- 40-49
- 50-59
- 60-69
- 70-79
- 80+

14. What is your race/ethnicity? (Check all that apply.)

- American Indian/Alaska Native
- Asian/Pacific Islander
- Black/African American
- Hispanic/ Latino/a/x
- White/Caucasian
- Different identity (optional, please state): _____
- Prefer not to answer

15. What is the combined income for your entire household last year?

- Less than \$15,000
- \$15,000 to \$24,999
- \$25,000 to \$34,999
- \$35,000 to \$49,999
- \$50,000 to \$74,999
- \$75,000 to \$99,999
- \$100,000 to \$149,999
- \$150,000 to \$199,999
- \$200,000 or more

16. Do you have children under 18 years old living in your household?

- Yes
- No

17. Do any members of your household have a disability?

- Yes
- No

18. What type of accommodation is needed to serve people with disabilities in your family?

- (Check all that apply.)**
- Non-verbal assistance (Braille)



Adaptive equipment
Additional staff
Sign language interpretation
Other, please explain: _____

One last thing...

19. **Would you like to us to share updates about the Master Planning process? Over the next 5 months, we will share updates about once per month.**

Yes
No

20. **Would you like to be entered into a raffle to win a 10-visit pass to the Madras Aquatic Center?**

Yes
No

21. **Please enter your name and email where we can reach you.** (This information will not be connected to your survey responses and we will not use it for anything other than contacting you if you win the drawing or if you asked to receive updates.)

Name: _____

Email: _____

Thank you for helping us with our Master Planning project.

To learn more about the project and discover other opportunities to get involved, please go to:
www.macreddistrict.com/master-plan



APPENDIX C: FULL SURVEY REPORT

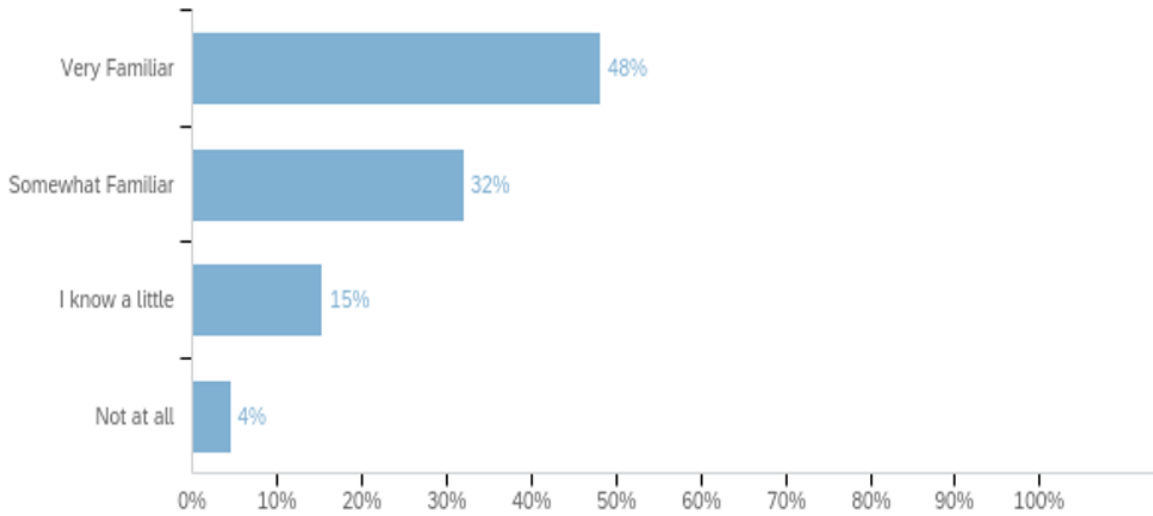
This appendix includes the survey results from the on-line survey conducted through Qualtrics by the IPRE team. It also includes the results gathered from paper surveys, in English and Spanish, given out during the Latino Community Association of Central Oregon and Warm Springs Tribe focus groups. The survey was originally made available to the public through the MACRD website on May 14th, 2023, and stayed open for three weeks. It was reopened to the public at the end of June 2023 and remained so until August 20th, 2023.

Based on the 2020 Census, Madras is currently home to 7,381 residents. Out of 359 responses in the MACRD on-line survey, there were 203 Madras resident responses or about 3% of the Madras population. 44% of our respondents identify as part of the Hispanic/Latino/a/x population which is over the overall ethnicity estimate of 36% of Madras. Additionally, 17% of our respondents identify as a part of the American Indian and Alaska Native population, which is slightly more than the overall estimate of 11% of Madras. The increased representation of these demographics is because of our engagement with organizations like the Latino Association of Central Oregon and the Warm Springs Tribe as part of our outreach strategy.

We also captured a higher percentage of the younger demographic (under 18 years-old) with 36% when the current makeup of Madras is around 34%. Again, as part of our outreach strategy, students at two high schools and one middle school had the opportunity to complete the survey and share their feedback about MACRD.



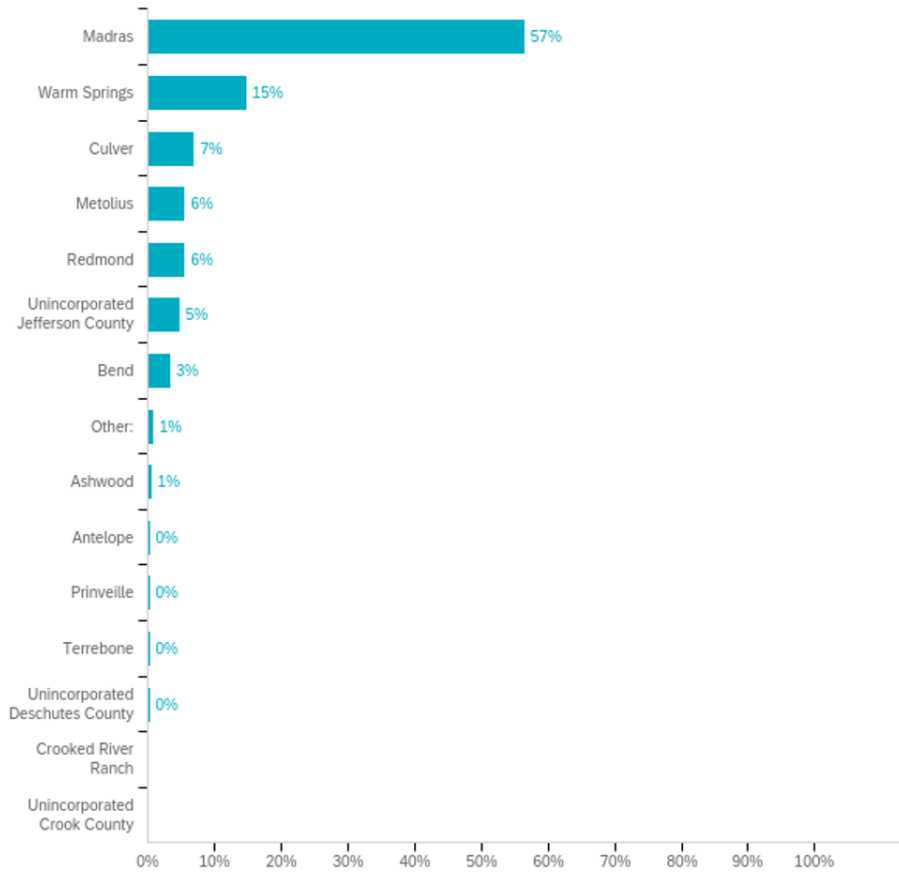
Q1 - How familiar are you with the Madras Aquatic Center Recreation District?



#	Answer	%	Count
1	Very Familiar	48%	119
2	Somewhat Familiar	32%	79
	I know a little	15%	38
4	Not at all	4%	11
	Total	100%	247



Q2 - I/We live in:

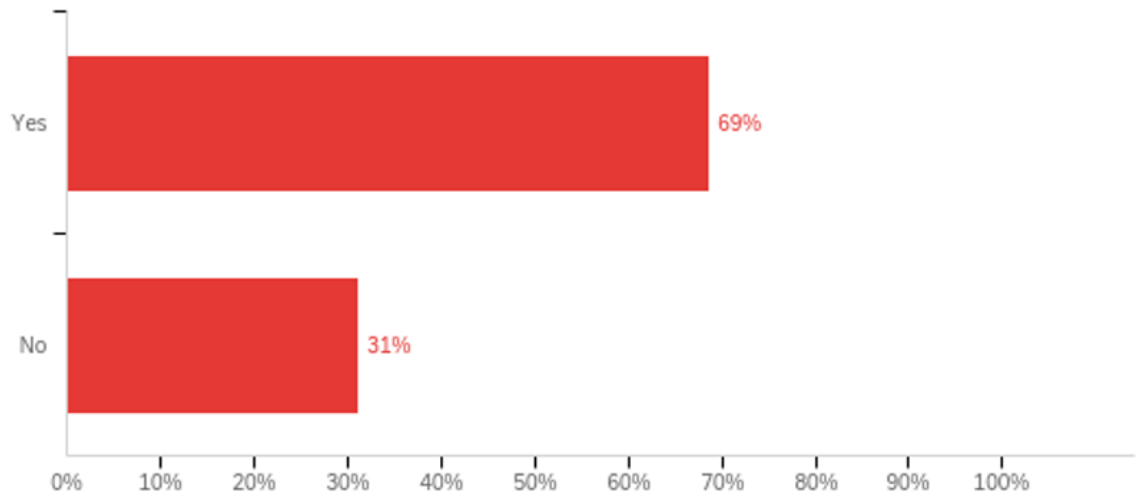


#	Answer	%	Count
1	Antelope	0%	1
2	Ashwood	1%	2
3	Bend	3%	12
4	Crooked River Ranch	0%	0
5	Culver	7%	25
6	Madras	57%	203
7	Metolius	6%	20
8	Prineville	0%	1
9	Redmond	6%	20
10	Terrebonne	0%	1
11	Warm Springs	15%	53

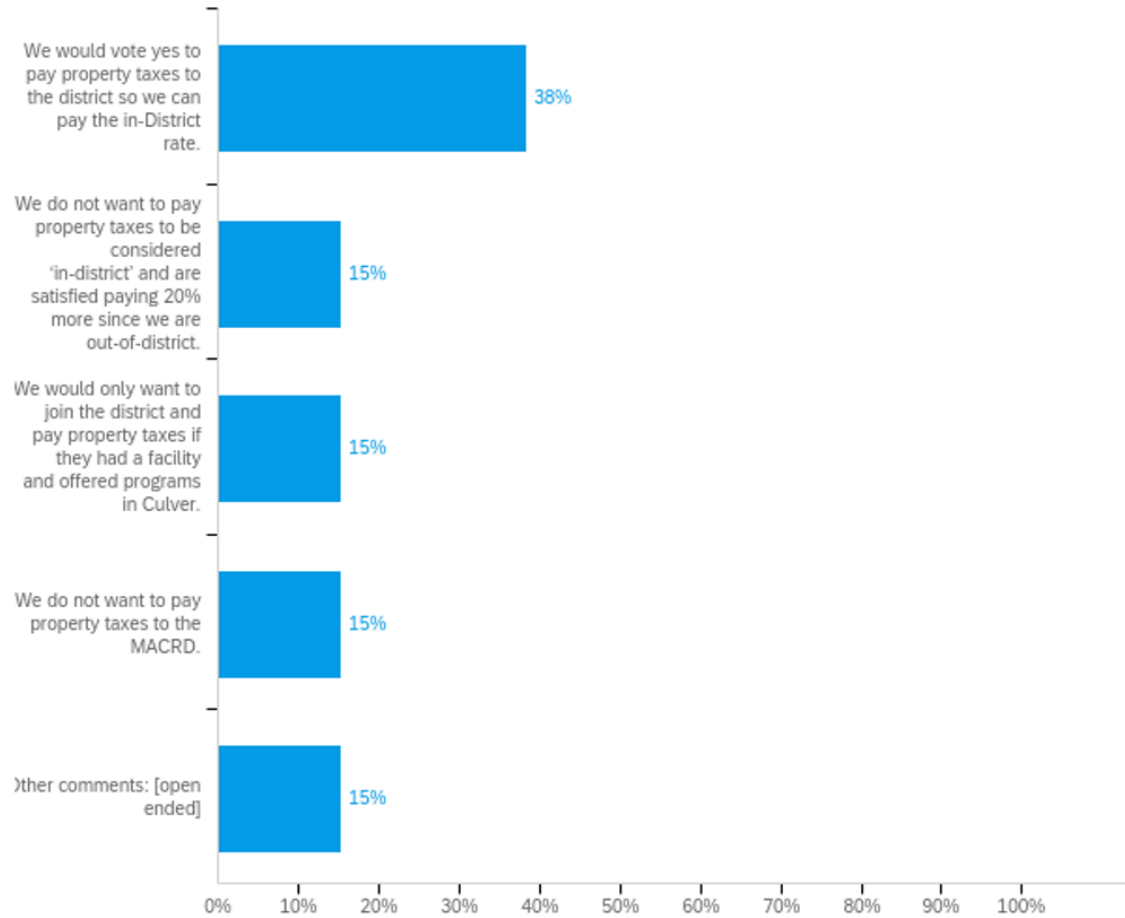


12	Unincorporated Jefferson County	5%	17
13	Unincorporated Crook County	0%	0
14	Unincorporated Deschutes County	0%	1
15	Other:	1%	3
	Total	100%	359

Culver Resident Q1 - Have you or your family members ever participated in MAC Recreation District programs (swimming at the MAC, sports, camps, etc.)?



Culver Resident Q2 - Most Culver addresses are currently outside of the MACRD boundaries and do not pay property taxes to the district. Out-of-district patrons pay an additional 20% fee for all services. For example, a drop-in swim at the MAC is \$8 in-district and \$10 out-of-district. With this in mind, please mark any of the following that apply to you/your family (check all that apply):



#	Answer	%	Count
1	We would vote yes to pay property taxes to the district so we can pay the in-District rate.	38%	5
2	We do not want to pay property taxes to be considered 'in-district' and are satisfied paying 20% more since we are out-of-district.	15%	2
3	We would only want to join the district and pay property taxes if they had a facility and offered programs in Culver.	15%	2
4	We do not want to pay property taxes to the MACRD.	15%	2
5	Other comments: [open ended]	15%	2
	Total	100%	13



Culver Resident Q2_5_TEXT - Other comments: [open ended]

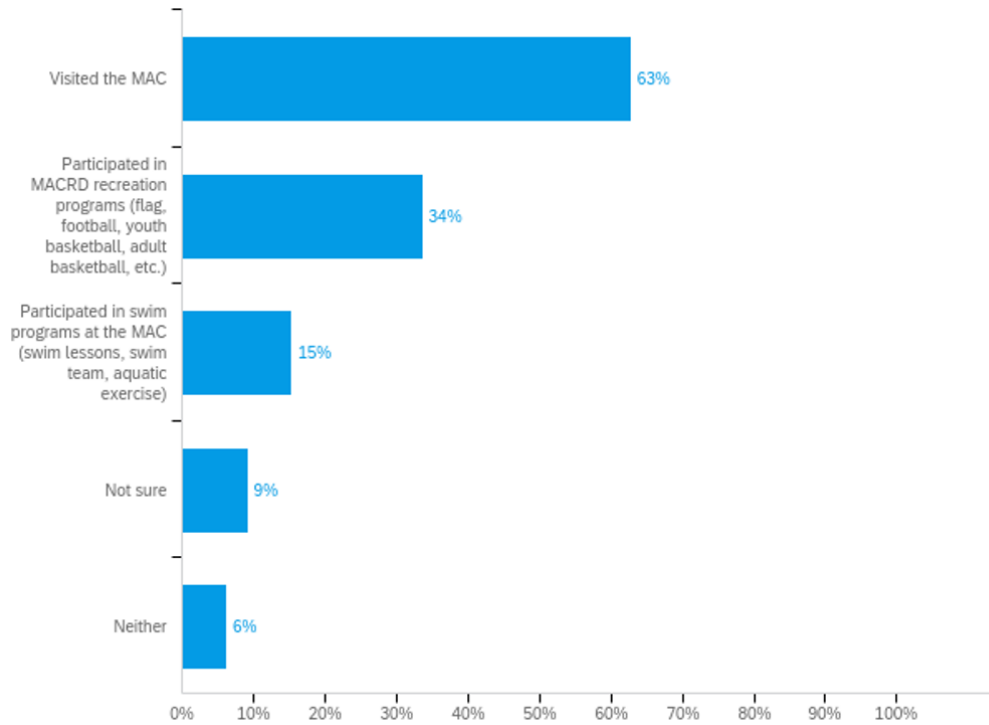
Other comments: [open ended] - Text

don't know

Create and partner with Culver schools in the same/similar fashion as with JCSD so our students can access the same school 'swim lessons'. Not every parent is like me and sees the value in water safety with us living near so much open water. Personally, it is a skill kiddos need to have these days and if their parents don't have the \$ or dedication to drive to Madras, the kiddos miss out in learning to swim.



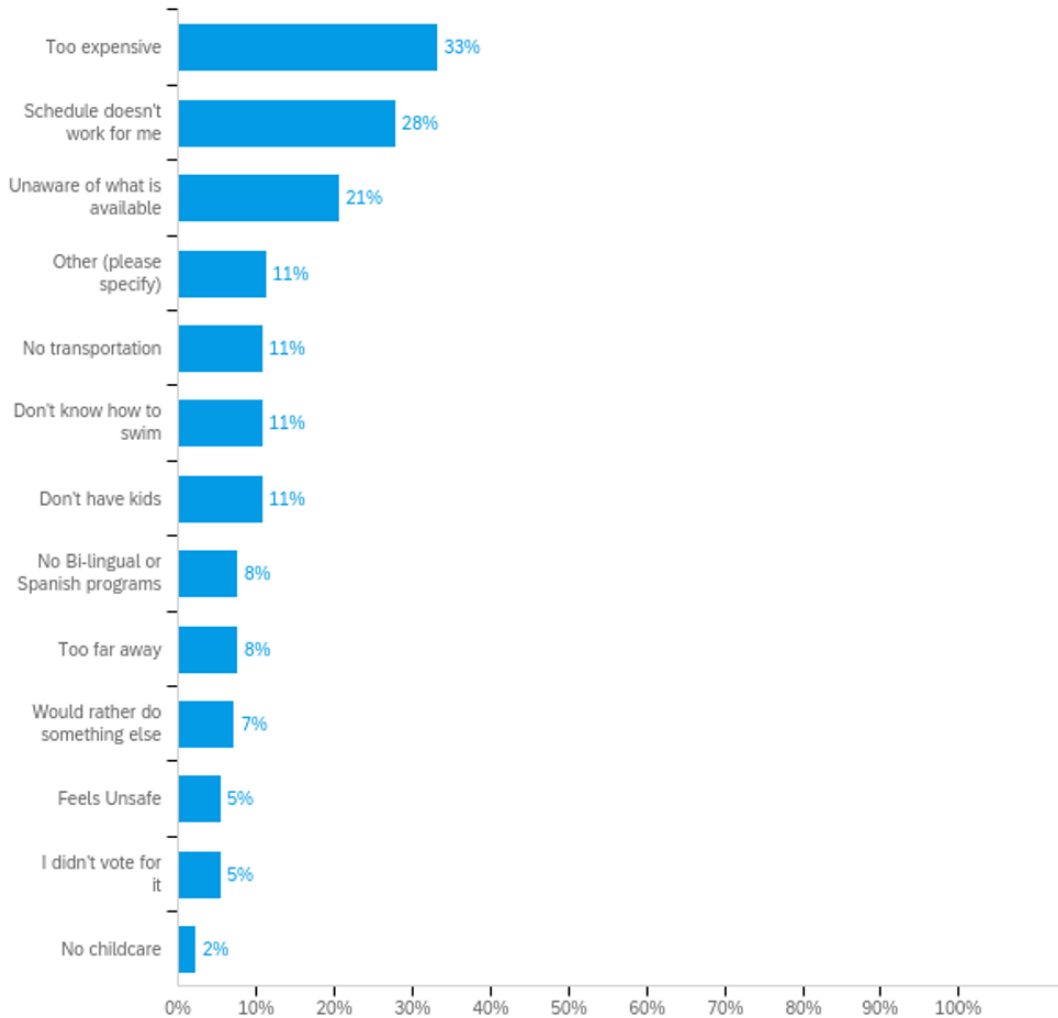
Q3 - In the past year, have you or any member of your household done any of the following:



#	Answer	%	Count
1	Visited the MAC	49%	213
2	Participated in MACRD recreation programs (flag, football, youth basketball, adult basketball, etc.)	26%	114
3	Participated in swim programs at the MAC (swim lessons, swim team, aquatic exercise)	12%	52
4	Neither	5%	21
5	Not sure	7%	31
	Total	100%	431



Q4 - What are the barriers/reasons you or your household don't use MACRD programs/services/facilities more often? (Check all that apply.)



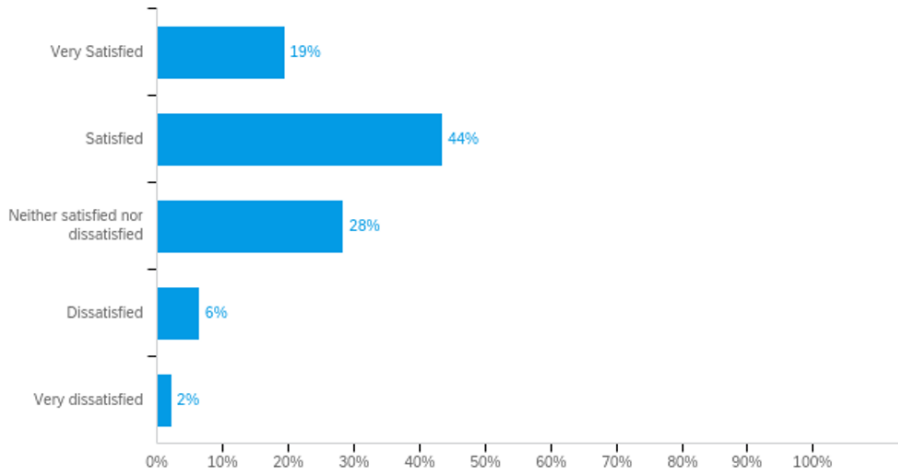
#	Answer	%	Count
1	Too expensive	21%	74
2	Schedule doesn't work for me	17%	62
3	Unaware of what is available	13%	46
4	Other (please specify)	7%	25
5	No transportation	7%	24
6	Don't have kids	7%	24



7	Don't know how to swim	7%	24
8	Too far away	5%	17
9	No Bi-lingual or Spanish programs	5%	17
10	Would rather do something else	4%	16
11	I didn't vote for it	3%	12
12	Feels Unsafe	3%	12
13	No childcare	1%	5
	Total	100%	358



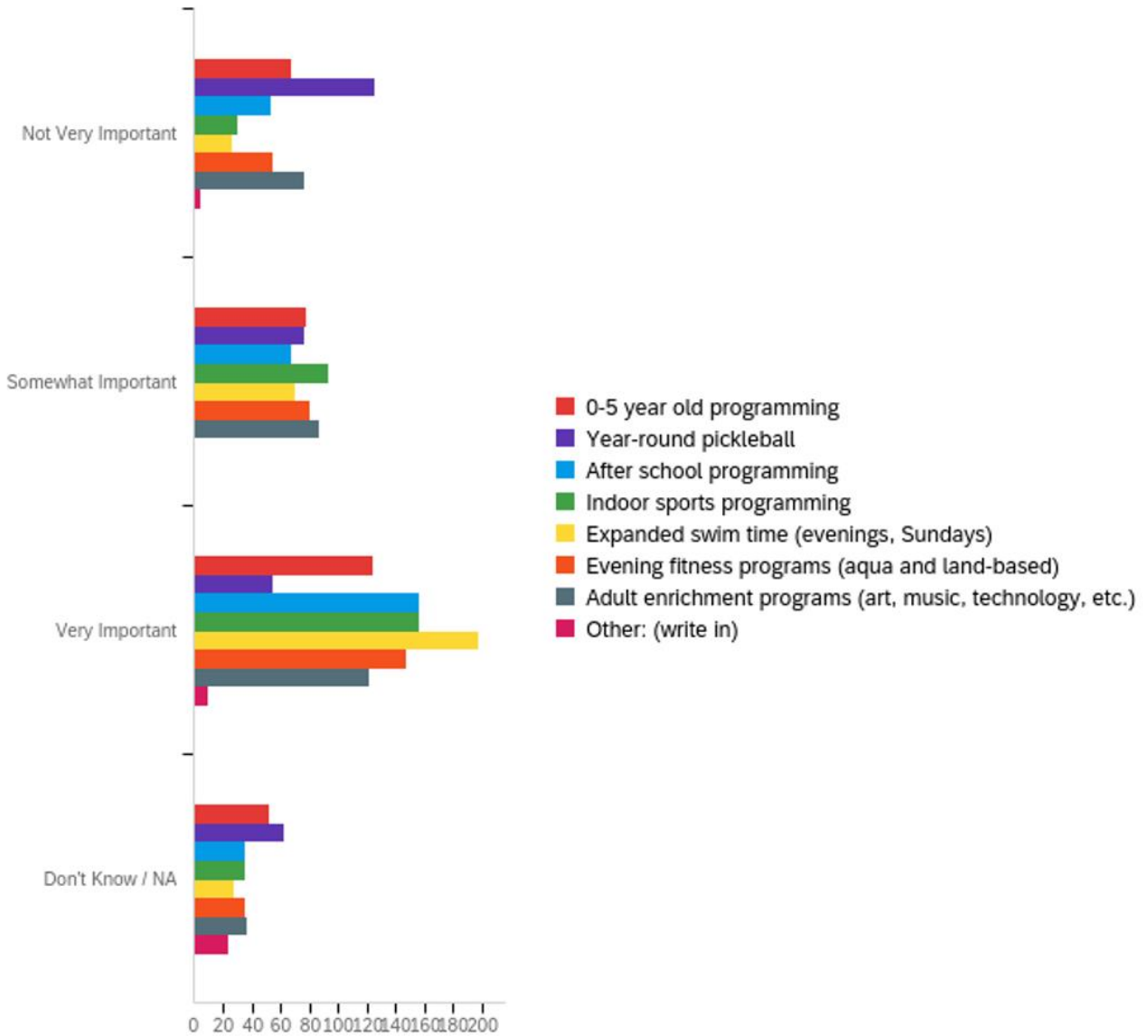
Q5 - How satisfied or dissatisfied are you with the level of maintenance at the MAC?



#	Answer	%	Count
1	Very Satisfied	19%	45
2	Satisfied	44%	101
3	Neither satisfied nor dissatisfied	28%	66
4	Dissatisfied	6%	15
5	Very dissatisfied	2%	5
	Total	100%	232



Q6 - How important are each of the following programs to you or your household?



#	Question	Not Very Important	Somewhat Important	Very Important	Don't Know / NA	Total
1	0–5-year-old programming	21% 68	24% 78	39% 124	16% 52	322
2	Year-round pickleball	39% 126	24% 77	17% 55	19% 62	320
3	After school programming	17% 54	22% 68	50% 157	11% 36	315
4	Indoor sports programming	10% 30	30% 93	50% 156	11% 36	315
5	Expanded swim time (evenings, Sundays)	8% 27	22% 70	61% 197	9% 28	322



6	Evening fitness programs (aqua and land-based)	17%	55	25%	81	46%	147	11%	35	318
7	Adult enrichment programs (art, music, technology, etc.)	24%	76	27%	87	38%	122	11%	37	322
8	Other: (write in)	13%	5	3%	1	25%	10	60%	24	40

Q7 - If you had \$100 to spend on recreation facilities, how would you divide it among the following categories?

#	Field	Mean	Count
1	Aquatic Center maintenance (pool liners, pumps, filters, roof, locker room rehabilitation)	26.90	336
2	Aquatic Center improvements (locker room expansion, outdoor deck expansion, expanded conference room/meeting/party space, community learning kitchen)	22.06	336
3	Expanded indoor facilities at the MAC (multipurpose gyms, fitness center, indoor walking track)	20.21	336
4	Outdoor recreations spaces at the MAC (pickleball courts, splash pad, etc.)	14.82	336
5	Indoor field space (soccer, football, etc.)	13.41	336
6	Other (please describe):	2.40	336



Q7_6_TEXT - Other (please describe):

Other (please describe): - Text

You people are mad! You're trying to run a Cadillac program in a older used car community! This lovely facility was built to enhance curb appeal for yarrow and other real estate interests of this community etc.. to the detriment of the reality of local working class population who cannot afford it. Also this is a stupid insulting question.

volleyball

need a big indoor facility that is multipurpose for soccer, basketball, volleyball, pickleball, track etc similar to in Klamath Falls

0

HAVEN'T BEEN TO THE MAC ENOUGH TO KNOW HOW TO DIVIDE THE \$100 AMONG THE CATEGORIES

Unsure

Subsidized rec sports

Expand pool hours for working families

More swim hours

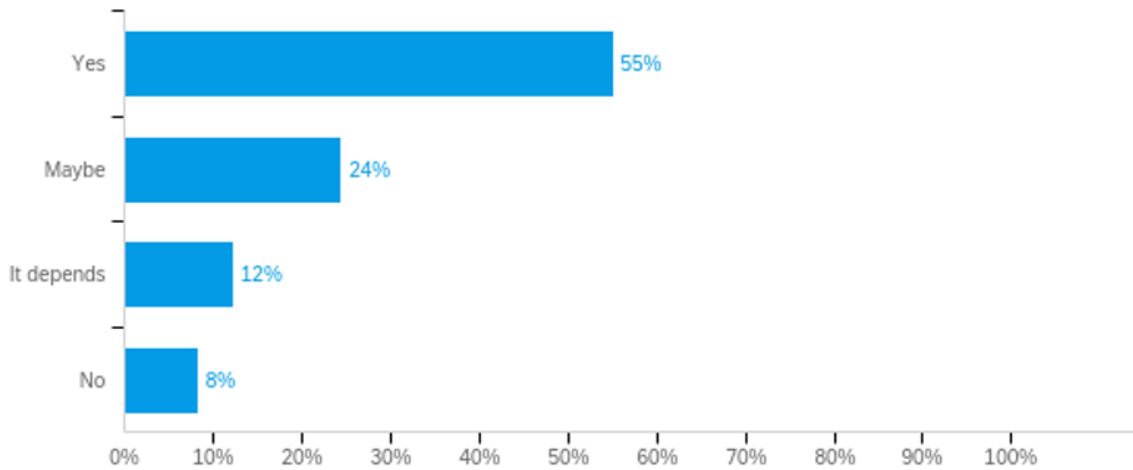
Rec equipment

Programs for seniors

Rec programs new equipment



Q8 - The Aquatic Center is 15 years old and will require an estimated \$2-5 million dollars in capital maintenance over the next 10 years. The original facility bond will be paid off in 2025. Would you support a maintenance bond? (It would be at half the cost of the current bond, which would result in lowered taxes.)



#	Answer	%	Count
1	Yes	55%	180
2	Maybe	24%	80
3	It depends	12%	40
4	No	8%	27
	Total	100%	327



Q9 - If you answered "it depends" for the maintenance bond, what does it depend on?

If you answered "it depends" for the maintenance bond, what does it depend on?

Depends what its spent on. Focus on the aquatics facility.

a los precios

I don't pay Madras taxes

poro que lo bon usar

It depends if they allow more open swim hours, seems most days it is limited and doesn't allow the community to use the resource to its fullest potential.

si uso el MACRD

si tengo los recursos para ayudar

I would like to know what else this effects.

whatever my grandma wants

if I have money

lower swim prices

on them being open more

Ability to use the facility--evening hours for families and teens and reduced cost for property tax-paying members.

If people go to the MAC at all.

The MAC substantially reducing or eliminating the massive user fee on MST! For a multitude of reasons.

No clue.

More money for pool and programs, less on salary. Less fees for most.

projects priorities

What it will be used for

why wasn't this thought of when building the mac? If we have to pay for the bond and still pay membership, how are community members benefitting?

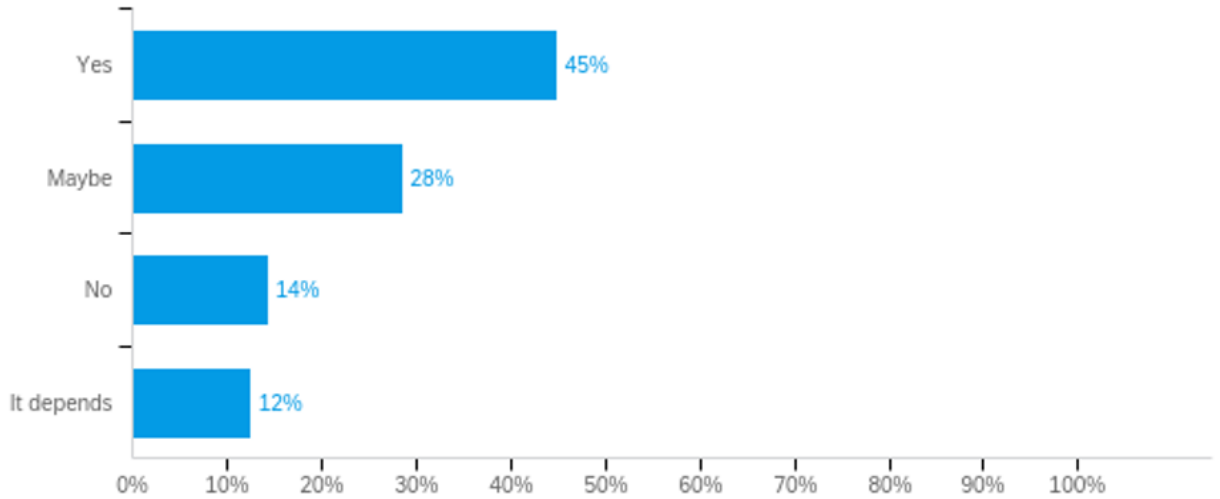
Whether the hours open are expanded to times people can actually use facility. Weather rec programs are advertised publicly for all to participate in. Whether it was staffed adequately and not counting parents in bleachers in the group that goes into lifeguard ratio.

Rxt V



I think there needs to be more transparency in what the actual maintenance money is going towards

Q10 - New recreation facilities would require new funding. Would you support continuing our bond at the same rate for another 5 years (2025-2030) to pay for new facilities?



#	Answer	%	Count
1	Yes	45%	148
2	Maybe	28%	94
3	No	14%	47
4	It depends	12%	41
	Total	100%	330



Q11 - If you answered "it depends" related to continuing the current bond at the same rate for new facilities, what does it depend on?

If you answered "it depends" related to continuing the current bond at the same rate for new facilities, what does it depend on?

What you intend to do with it!

si hay programma's que yo pueda asistir

I don't live in Madras

lo que hallen a mejorar

si veo los cambios y mejoras

de la oferta

depende de que tipo de apoyo necesiten

I must see improvement and actually see a difference

What new facilities will be the focus for increased funding needs

lower prices

it depends on how much taxes we'll have to pay

lower prices

lower swim prices

lower the prices

if taxes are already lower

open more

I find they can add lower prices, longer swim/recreation time, and more sports available.

Will not support any levys/bonds unless the MAC substantially reduces or eliminates the user fees to MST.

No clue.

Inform the community.

The facility type, what benefits they bring to the community, and if there are any possible bonus' for continual support.

See above answer

What r the new facilities? I would like to see our current facilities open later so that the working person can use the facilities.



Vytbnxmf

idk

ia

What new facilities would be built?

Q12 - Where do you see areas for growth and improvement for MACRD? Please write anything that comes to mind.

Where do you see areas for growth and improvement for MACRD? Please write anything that comes to mind.

More pool space

sauna, outdoor jacuzzi, and deck space

Adult basketball year round and pickle ball indoors

Need gym and fitness center/workout equipment

programas bilingues

mantenimiento

publicidad en español

mantenimiento

programas para adultes mayores

clases de natación para personas delaterrera edoa

would like early morning fitness classes for working families

cheaper and more programs

ser igual con todo las personas

ningura area mejor

boscondo cosiones travajando unidos

Si empre don redito a los Americanos y no a los ispanos

en ningún area

no se

ninguna



no se ve

ningun area

no hay mejora

mas grande

en la organization

en todo el area

en todo

los horarios

en el area de aqua caliente

Evening swim hours for working adults. Less expensive swim rates. We used to really enjoy family swim on Friday nights years ago. That would be nice to have again.

Like evening swim, want more multipurpose gyms and equipment

I believe MACRD is on the right path and needs to work with Jefferson County residence and prove their worth in order to fund other projects and make madras residence more physically active and improve quality of life.

areas recreativas. areas de afuera

mas información para conocer los servicios

community centers w/ multipurpose rooms next to a park

no lo se

too expensive

es necesario una persona bilingue

maintenance of pools and floors. Last time (end of June 2023) I went there was greenish mold in the edges of the pools and hot spots. There was mold on the floors too.

en las areas verdes de afuera se puede aprovechar para hacer proyectos que si tenga disponible el publico

mas programas en español para adultos

after school programs

trabajadores bilingue

involving bilingual staff

mas personal bilingue, cultural mente inclociloo



personal bilingue, inclusividad cultural

espacio al aire libre y mas piscinas

la verdad no etomado atencion en eso. qui siera que me podieran atender en espanol.

manlenimento en general. mas personal bilingue en general instructors, salvadidas u muy importante. informacion es espanol en la paguina web.

Maybe more information not only on social media. Maybe knowledge about different sports.

nose

Hours

Developing programs that are widely used. The cost of recreational programs (80 dollars for rec basketball to name 1 is horribly insensitive, greedy, and mean. Not at all in the spirit of a publicly funded recreation district. I cannot think of a more out of touch publicly funded entity. The MAC caters to (a growing) but small minority of this community while ignoring the rest. If you want to spend money try working with Bean foundation to develop centrally located soccer fields, permanent goals etc. It should not be up to the school district alone.

The sports program and more open swim

more outreach to people that would like to be coaches, such as coach training coach conferences

Expanding hours and opportunities for open swim, since this is a community pool giving more times for community it important to gain support for needed funding.

I think it would be beneficial for indoor sports or rent for party areas

More hours of operation

I think we need a gym.

hot tub

You can have more programs for older people.

I want to see growth in the town, I want to see new places around.

Please give us a drive in movie area!

get new pool noodles and more pool toys

indoor sports

You guys are doing great.

people don't swim inside anymore

to not trip and fall

kids hot tub



Telling us to walk because what if we fall it gets shut down.

cleaner water, kid hot tub

doing great at your job

pool

everywhere good job

have more activities than swimming inside, clean the slide, lower prices

lower prices

expanded hours

cheaper prices for sports

lower prices

Lower prices, people with memberships should get free snacks and other things because they are paying.

Outdoor spaces/pool

being able to grow the budget and staff to increase hours and facilities in the future. need more income from taxpayers to do so.

Cost of visiting. If it was a more reasonable rate, people and families could afford to go more often, generating more income. Family memberships rates, with regular and large family rates.

Affordable family memberships. I've heard the sports leagues are popular and are a good direction.

Childcare!

schedule does not work for me.

too expensive

Can't use the facility if it is not maintained. Pool expansion would be good -- maybe an outdoor pool for summer for kids.

Your adult basketball league

more swim lane times

I feel like the MAC is going really good. I got introduced to football by MAC.

I see growth for MACRD with new equipment inside.

Improve on swimming.

Clean the windows! More regular locker room cleaning (more than once a day). Outdoor pool? High Dive?



Better accessibility for Madras' poorer community. Open more hours.

expand hours for all participants

I honestly feel like the prices are kind of crazy for sports. My kids enjoy sports but sometimes the amount is crazy. I enjoy helping and getting the discount price but it still does cost a lot for their equipment.

Indoor recreation space, new building to house basketball/volleyball gyms, smaller indoor turf field (football, soccer, baseball/softball). workout gym space, multi purpose rooms for classes, after school programming/camps. New locker room facilities.

better run and low cost rec programs for youth, open more hours and Sunday, Monday,

When my son did participate in flag football. I know the coaches are voluntary but it seemed some kids got more attention the others. It was difficult for those who didn't have the experience and to grow to love the game. (my son got a lot of playing time) The others who didn't get the opportunity (nephew) suffered because he didn't have prior experience so he got less time. So, maybe a foundation for those who are new to the sport.

It would be nice to have a party room again -- maybe not as much \$. Or can parties sit on the deck?

More open hours, swim team

We need an indoor gym ! More stuff for teens !

Sometimes, as a youth, I forget the MAC exists. Maybe try to advertise it to youth who don't see it on taxes?

fitness centers

ldk

New supplies

I think if the MACRD would get the indoor sports for the youth and to have someone/people to help develop the youth skills would be great growth and improvement

Open longer hours for families to do open swim. Maybe even open late hours for Adults who fancy a swim away from children.

Jjsjss

Event hosting

lowering the price of the pool for rec time

better advisement and more youth and adult basketball

Having expanded open swim hours for anyone.

Customer service, communication, my grandson wanted to play flag football, so I signed him up and paid full price-not one person told me there was a scholarship program available for



students, or native students. The staff was rude and just seemed like they did not want to assist me. I took that personally. I am not a macrd supporter unless there are changes.

Continue with scholarships for youth to attend summer activities.

Nice area to do aerobics/Zumba/Step Workouts

Longer open swim time

More programming for adults, and or family. "Date night" options. Movie night in the pool, cosmic swimming time.

parking, outdoor/ indoor sports

an indoor facility for youth sports

More access to public swim times and evening access

Accessibility to local community members (high fees for reservation unable to utilize facility)

I would like to see a youth league for golfing. I do see the lessons, and hope that there would be a league for the youth. I do enjoy going to the MACRD and would like my child to participate in the no school day programs. I think that if transportation was provided like a MACRD bus or van, that way parents may pick them up after 5pm.

youth sports sponsored by local businesses. Examples: team Mid-Oregon, team Les Schwab, team OK barber shop, etc...

expanding splash pool. Lacross. summer camps; enrichment and sports. expand party area and maybe have an outdoor patio area for bbq events

picnic tables outside and benches

Open 7 days per week - extended hours. Early-Late. That's only time some ppl can get there. We would travel 40+ miles one way to go use the facility, best be open when we can go.

Get solid full staffing, consistent 7 day availability.

Indoor facility to house Baseball, Basketball, Volleyball. Partnership with School District & HS Coaches to build programs organically. Indoor gym and hitting spaces are our #1 biggest need!!! Soccer, indoor soccer, community engagement. Right now it feels pretty elite and unavailable for most of community. Maybe local bus service for students?

Recruit and training of life guards

Open 7 days a week and evenings

Start programs paid and volunteer to assist our Senior Citizen community and injured people needing to rehabilitate from injuries. To help the

Accessibility for working families (evenings and weekends), more cooperation with club and school swim teams, affordable party rental room (not lobby)

Treat the taxpayers like customers instead of inconvenience. Please open on weekends (Sundays) when my family is finally not working. We work on Saturdays. We don't have rich taxpayers job. Please recognize you are recreation district and that is not a M-F close at 5p job



More swim hours, better volunteer training of sports programs, more accountability of volunteers (many angry volunteers who are not being good role models), better accountability of sports volunteers to ensure that they have practices, follow the rules, are kind to kids; the sports programs are too expensive for what kids get. A tshirt and poor coaching is not worth \$78. We have participated in youth sports for many years and have coached even. After our experience over the last year with lack of trained/committed coaches and with the coaches acting out inappropriately at games with zero action from MAC staff we are done and will not be having our kids participate in future MAC sports. We love the idea of the camps but COCC offers many for free over the summer that are 1/2 day camps. The cost is too high for these. I don't think they should be free but \$125 for 1/2 camps has out priced out family. I also don't trust that the program if would be worth that money after my experience with youth sports through the MAC so even if I could afford it I wouldn't take the chance and sign up my kids. We live the swim program and swim lessons have been a huge success for our family. We used to buy an annual family pass and used the pool at least once a month. Now we go maybe 2 or 3 times a year because the cost is too high and having to reserve a space takes out opportunities for impromptu e visits. The pool is not open when we can use it like before. For our family we used the pool mostly on Sunday afternoons and evenings before COVID. In the winter it was free perfect family activities on long winter nights and some months we would go every week one night a week. We also have kids that participate in swim team and have been blown away at the cost being charged this small group of kids to use the pool. They are swimming 4 or more kids to a lane while because they can only afford to rent 2-3 lanes while the rest of the pool is unused. No other swim facility in the state chargers these kinds of rates to swim teams that are using the facilities for multiple hours multiple days a week. Our local MST will not be able to stay around for long if the MAC continues to charge these high rates. A better partnership needs to be formed with this group. The MST is a huge asset to our community. Until the operations are stabilized and the programs offered are offered exceptionally there is no reason the MAC should be looking to expand. I would not in anyway support expansion of programs or buildings until the facility we have is open many more hours weekly and the programs offered are over run with participation and volunteers. Thank you for taking the time to ask these questions.

Indoor rec facility

I think if done correctly it could be amazing for madras, and the youth, but getting the word out is something that needs to happen more

Rhdick

If I'm being honest I don't know

idk

Minecraft

the kid play



I would be THRILLED to use the MACRD if the aquatic fitness classes were offered either before or after work hours. Please either expand this offering, and/or hire more teachers who would be able to offer classes at other times. Thank you!!

Aqua aerobics after work hours and weekends. Expansion of building to install a gym for an athletic club.

Adult fitness options

The pool needs to get back to its roots. The MACRD no longer supports the swim team. This was something that brought them a lot of business, as well as fantastic opportunities for the kids in the community. Because they have gone away from this, I will not support anything from them until that issue is resolved.

Increased hours for swim access. Staff that focus on maintaining the existing faculty and swim rec programs. Let other groups in the community run land based programs. Comparatively, other groups have greater influence for obtaining volunteers, can provide land based programs at a fraction of the cost and do so with offering a more quality program.

Transparency in management and finances. Current director publicly threatens to close the facility to get leverage in the community. No trust.

Rec programs

Managing and accountability.... More results, less excuses

Gym/recreation/event space

Less money going for frivolities, pay for lifeguards and be open more hours so you can have more people attend.

Fitness room

Our family of 5 can't even afford to go swim there because it is too expensive! Redmond is way more affordable. We don't use any services there because of cost. We also pay with our property taxes and can't even go there.

Recreation spaces - both indoor and outdoor. More programs - for all ages

Only be an aquatic center

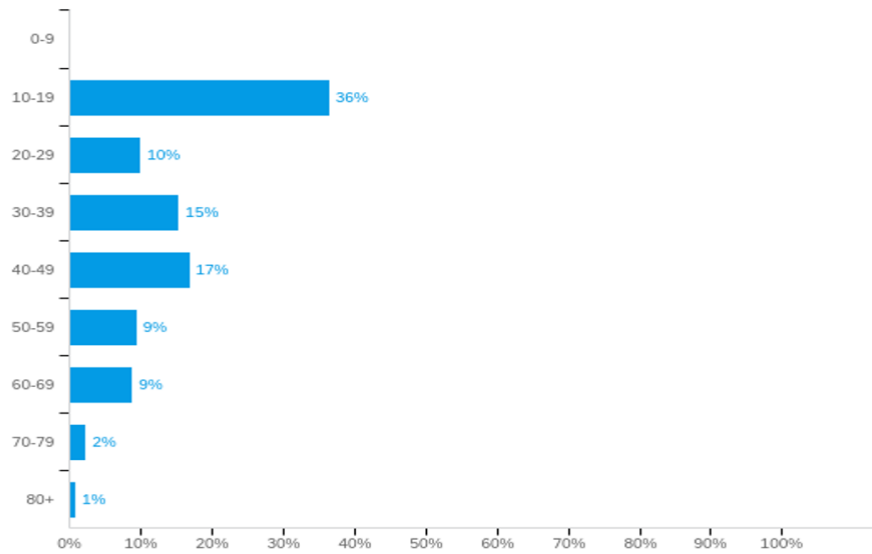
Need more staff

Expanded hours for the personal workout pool-NO CHILDREN

You need to use the funding you have better. Get schools students involved more. You don't need more facilities, just to use the ones you have to their maximum.



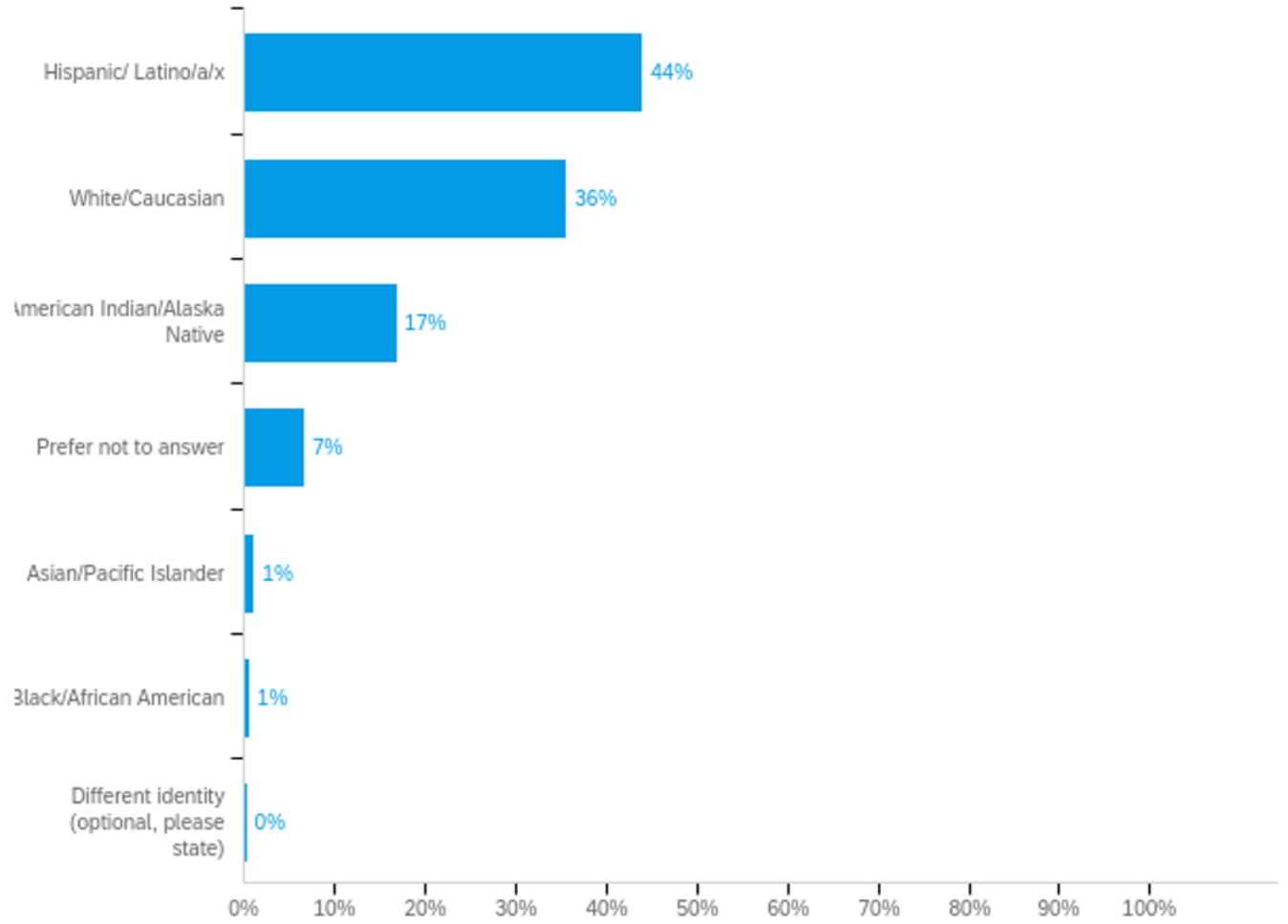
Q13 - What is your age?



#	Answer	%	Count
1	0-9	0%	0
2	10-19	36%	128
3	20-29	10%	35
4	30-39	15%	54
5	40-49	17%	59
6	50-59	9%	33
7	60-69	9%	31
8	70-79	2%	8
9	80+	1%	3
	Total	100%	351



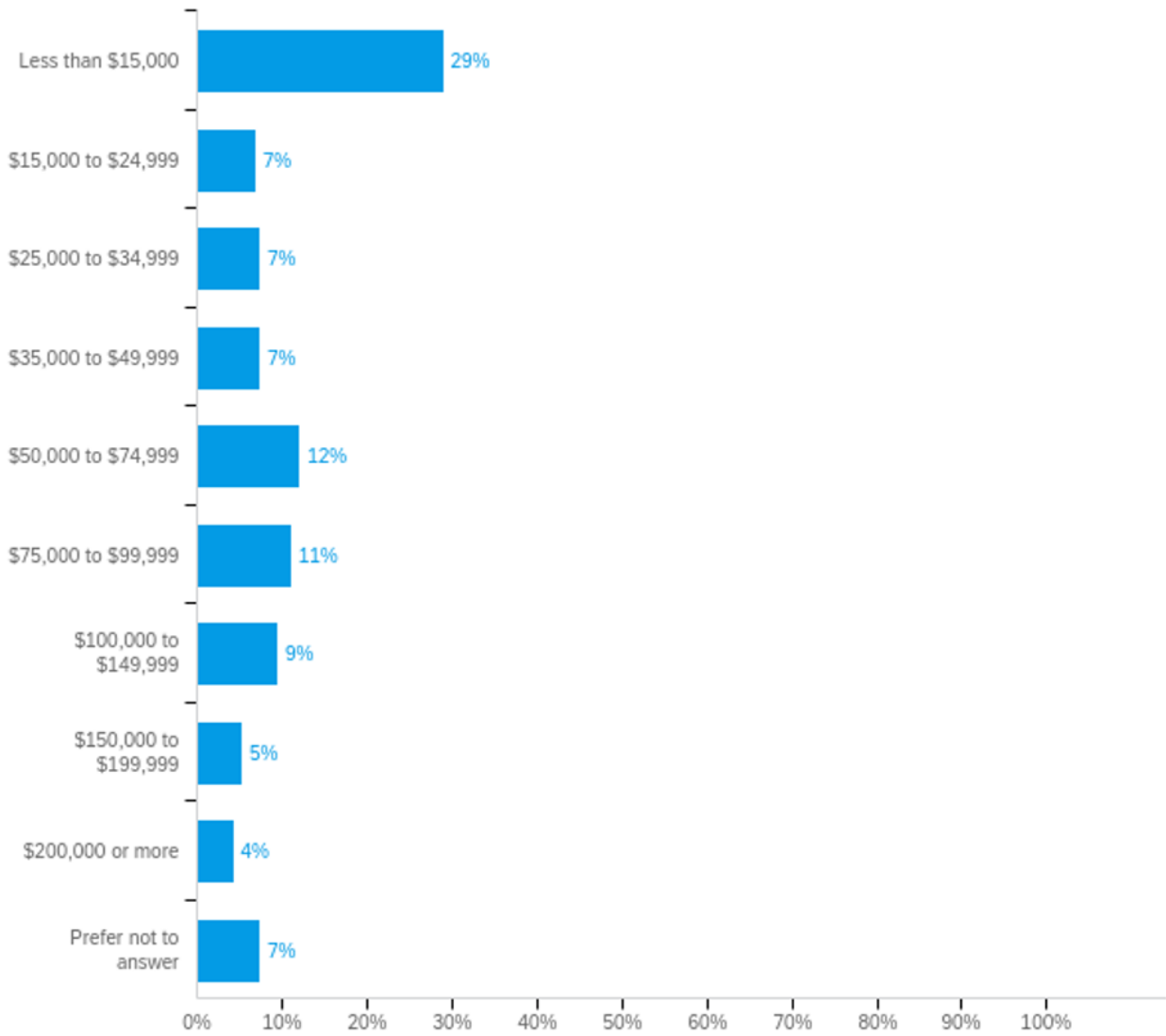
Q14 - What is your race/ethnicity? (Check all that apply.)



#	What is your race/ethnicity? (Check all that apply.) - Selected Choice	Count
1	What is your race/ethnicity? (Check all that apply.) - Selected Choice	345



Q15 - What is the combined income for your entire household last year?

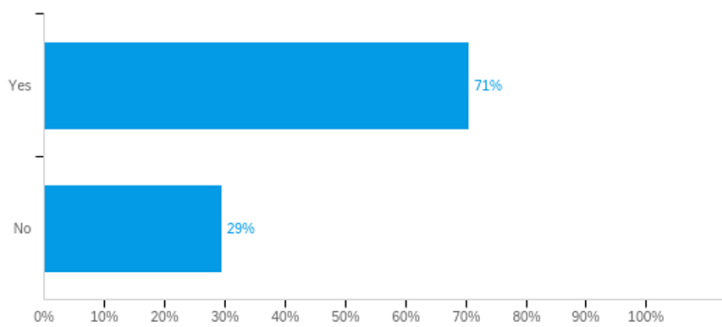


#	Answer	%	Count
1	Less than \$15,000	29%	55
2	\$15,000 to \$24,999	7%	13
3	\$25,000 to \$34,999	7%	14
4	\$35,000 to \$49,999	7%	14
5	\$50,000 to \$74,999	12%	23
6	\$75,000 to \$99,999	11%	21

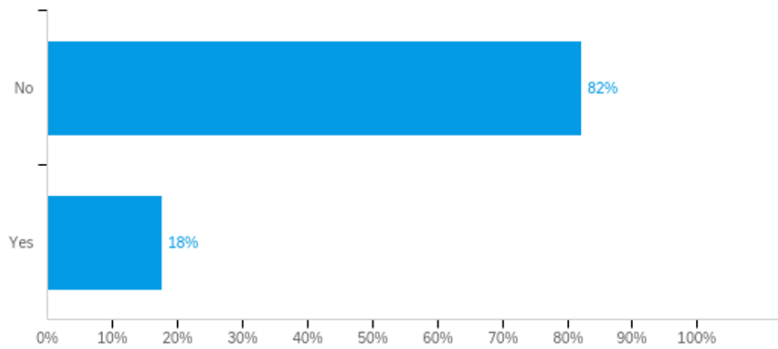


7	\$100,000 to \$149,999	9%	18
8	\$150,000 to \$199,999	5%	10
9	\$200,000 or more	4%	8
10	Prefer not to answer	7%	14
	Total	100%	190

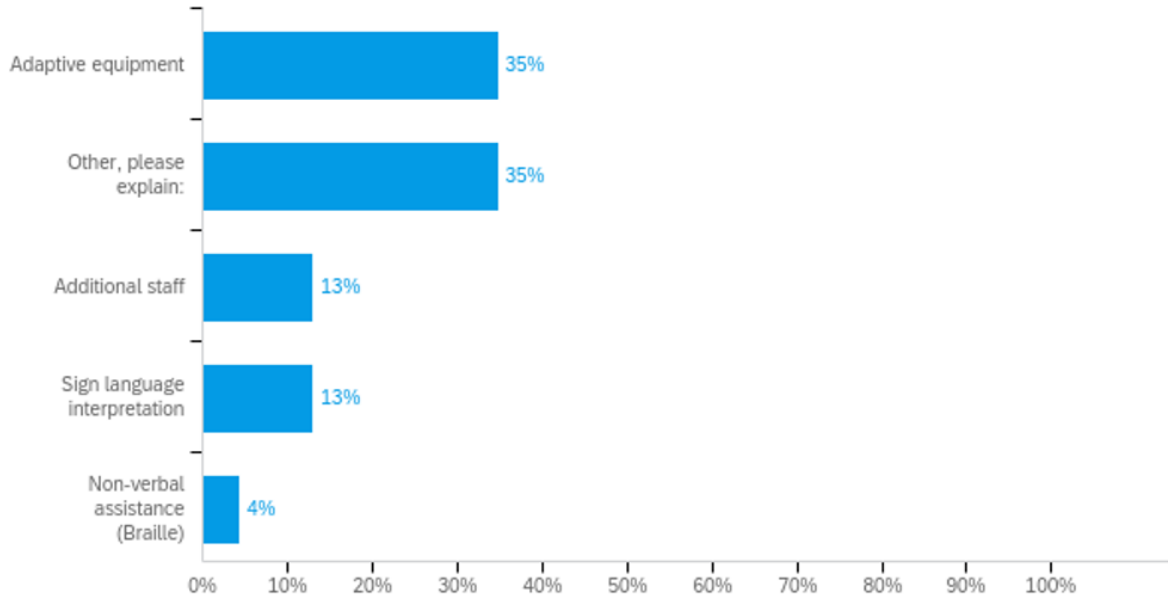
Q16 - Do you have children under 18 years old living in your household?



Q17 - Do any members of your household have a disability?



**Q18 - What type of accommodation is needed to serve people with disabilities in your family?
(Check all that apply.)**



#	What type of accommodation is needed to serve people with disabilities in your family? (Check all that apply.) - Selected Choice	Count
1	What type of accommodation is needed to serve people with disabilities in your family? (Check all that apply.) - Selected Choice	23

Q18_5_TEXT - Other, please explain:

Other, please explain: - Text

Oxygen machine and it requires her long tubes

Breathing equipment

Hearing aides. Father is partially deaf.

Visual aids

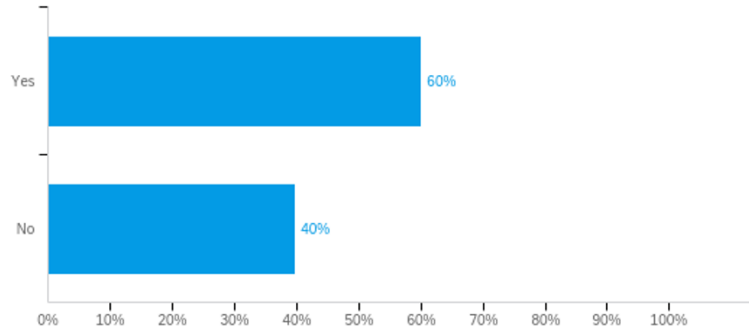
After 5pm service

Smaller groups with less noise, echo

N/A

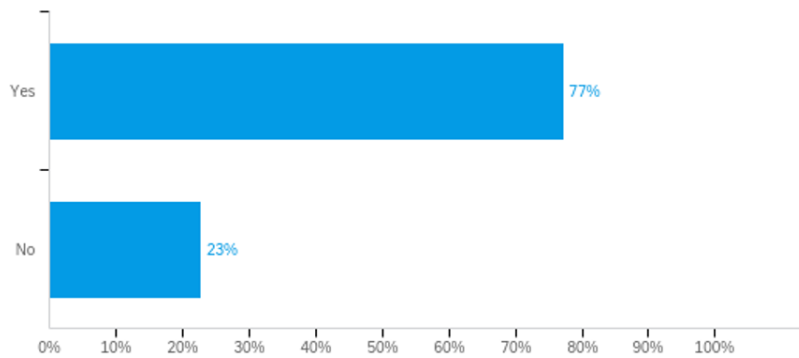


Q19 - Would you like to us to share updates about the Master Planning process? Over the next 5 months, we will share updates about once per month.



#	Answer	%	Count
1	Yes	60%	71
2	No	40%	47
	Total	100%	118

Q20 - Would you like to be entered into a raffle to win a 10-visit pass to the Madras Aquatic Center?



APPENDIX D: STAKEHOLDER INTERVIEWS

This appendix includes the list of questions asked, a list of interviewees, and a synopsis of findings from stakeholder interviews conducted by IPRE staff from April 2023 to July 2023.

Interview Questions

1. Please briefly describe your role in the community, and how you relate to the parks system either individually or through your position.

About MACRD facilities and services

2. What is your overall perception of the district? Strengths? Weaknesses? Are you satisfied or dissatisfied with their facilities and services?
3. How do you perceive MACRD's role in relation to the greater parks and recreation system (of the City/County)?
4. Collaboration is key. How can MACRD work better with their partners? Do you see opportunities for enhanced collaboration?

About regional parks and recreation services

5. What is your overall perception of parks and recreation within the region?
6. Is the distribution of parks adequate within the region?
7. Are there any communities that are underserved by parks and recreation in the region?
8. Are there any particular features, services, activities, or facilities that you would like to see added to the local parks and recreation system?

About the future of Madras Aquatic Center Recreation District

9. Given funding constraints, how would you like to see the district allocate money in the next 5 years: to programming, new facilities, maintenance of existing facilities, etc.? in the next 20 years?
10. If the District were to add a facility or program in the next 5 years, what would it be?
11. Do you have any suggestions on how MACRD can build on existing partnerships?
12. Do you have any suggestions for how MACRD could improve communication?

Wrap Up



13. Is there anything else you would like to tell us?
14. Is there anyone else we should speak with to get specific feedback about parks?

Stakeholder Interviews

In person or virtual interviews were conducted with the following community members:

Tony Anderson, Jefferson County Building and Grounds, MACRD Steering Committee
Michael Baker, Jefferson County Public Health Director
Bud Beamer, Madras Swim Team
Scott Delamarter, Bean Foundation
Valerie Fisher, Madras Swim Team
Angela Harris, MACRD Steering Committee
Bob Keefer, Special District Association of Oregon
Jay Mathisen, Superintendent, Jefferson School District
Tom Norton, Bean Foundation
Michelle Quinn, Public Works Coordinator, City of Madras
Amber Searcy, Madras Swim Team
Deanna Seibold, MACRD Board of Directors, MACRD Steering Committee
Cheri Towery, MACRD Steering Committee
Sarah Weeks, Madras Swim Team
Simon White, Director of Operations, Jefferson School District
Mike Whitfield, Public Works Director, City of Madras
Greg Williams, Central Feed Field Representative, past MACRD Board Member Marissa Wilson, Madras Swim Team
Jack Woll, Bean Foundation
Christy Wurster, Interim City Manager, City of Madras

Stakeholder Interview Takeaways

Interviews were held with the following individuals or groups:

Potential for Growth of Regional Partnerships

- Regional parks & recreation planning needs to target the best partner for each program (MACRD, City, County, Little League, private group, private business, etc.).
- There is a great deal of interest in developing pickleball facilities/programming in the state/country. Cheri is developing an interested user group in Madras. Regional facilities are few and overcrowded (the current two private facilities in Bend are overfull). An indoor pickleball facility could be a money-generator. Is this a facility that would be better run by a private entity, by MACRD, or the City?



- In general, is MACRD the right organization for desired recreational opportunities, or could the private sector do it better? (MACRD doesn't have the staff at present to offer high-quality coaching for competitive sports, for example. Should regional resources be put towards additional programming and/or enhanced staffing at MACRD for youth or adult sports, or should those resources be directed towards traveling teams, generation of private facilities, etc.? Or to pay for outside vendors to offer services through MACRD?)
- The City of Madras would like to see an expansion of recreational opportunities in the community but is unlikely to fund MACRD to do so. Their current focus is on two dog parks (recent grant).
- Warm Springs Resort (Ka-Nee-Ta) is reopening their heated pools this June, with Mt. Hood Ski Bowl as concessionaire. These pools have been closed for 4 years, but they were extremely popular in past. It will be more expensive to go there than to the MAC, but these pools are outdoor, fed by hot springs, and open year-around. MAC may need to recalculate their rates and revisit projected attendance to account for a more competitive landscape. These pools may also draw more of the Warm Springs participants away from MAC (although the question of how expensive visiting will be for the tribal members now that they aren't run by the tribe hasn't been answered).

Sustainable Finances

- MACRD is losing funding partners/supporters, not for a lack of love, but due to lack of faith in the sustainability of the product. MACRD may lose important local funding if they can't identify a sustainable funding stream for proposed facilities/programming. They need to focus on what they do best, and pave a way forward that is sustainable.
- The lack of "sustainability" is baked into the foundation of MAC. The original designers of the Aquatic Center knew that pools are rarely if ever "sustainable" by themselves.
- Messaging must show how MACRD is "righting the ship."

Common statement: "We want to see it to believe it."

Positives

- "Hidden Gem" within community.
- MACRD provides something for everyone.
- MACRD provides recreation programs for people who would otherwise not have access to them.
- District has more long-term stability for programming than parent-run volunteer organizations who organize recreational programs.
- Recent bond showed strong support for continuation of District (60% voted yes).
- Many say MACRD is cleanest aquatic facility they have ever been to.
- Service levels and maintenance are good.



- MACRD often collaborates with partners to develop new programs and secure grant funding (working together to make grant applications stronger/ensure no overlap).
- Staff does well in ensuring programming does not conflict with/challenge other community offerings (e.g., offer soccer in fall, as parent run organization offers it in the spring).
- MACRD has a strong relationship with School District 509J. Through an IGA, 509J provides \$30,000/yr to cover use of MACRD's facility by the high school swim team and provision of swimming classes to all 2nd graders in their district.
- Fitness RX program with St. Charles Health has grown exponentially over last year. As much as 70% of users for open swim and aquatic programming come through this program.

Management

- Team does an excellent job with a limited budget. They are good at balancing budget and needs of the community to ensure that everybody gets a share of the programming.
- MACRD benefits from consistency within staff and within board of directors. (4 of 5 positions on the MACRD Board are currently up for vote. All 4 incumbents are running again. Only one new applicant is running for a position.)
- The current Board is fairly diverse (all female, with one tribal representative, age diversity and work experience diversity).
- MACRD Board has adopted a sustainability model that is serving organization well, under strong board guidance.
- MACRD has instituted improved financial management practices over the last several years. Evidence of success is seen in clean audits, transparent budgets, and robust internal controls that provide necessary checks and balances to eliminate fraud.

Facility Issues

- The locker room area has structural issues (flaws from construction). Repairs are estimated to cost \$1.2 million.
- The current meeting space is "just a room." It could be better designed and better utilized. It is a catch-all space used for everything from camps, dry-land workouts, board meetings, storage, and rentals. The meeting room is also not designed well for the broad range of uses it serves (e.g., carpet near a pool?).
- The spaces around the natatorium need to be reconfigured. Office space is extremely limited (only 2 offices to accommodate all the staff). They would like more staff space, staff locker rooms with bathrooms so they do not need to share with the public, and a break room.
- The ADA accessibility of current restrooms is limited – Family restrooms double as ADA wheelchair accessible rooms, limiting use to one party or the other.



- The facility needs to be remodeled to make it more accessible, above and beyond ADA.

Location Concerns

- Distance from most residential neighborhoods and the commercial center of Madras precludes biking or walking to MACRD. Most users must use private transportation.
- Warm Springs reservation users are challenged to get to MACRD due to distance/lack of public transportation.
- Signage and wayfinding to direct users from residential neighborhoods and/or city center to MACRD is minimal/non-existent.
- Secondary/outdoor recreation site (Juniper Hill Park) is even farther away and less accessible from town than the primary MAC location.

Operations

- Pools are not self-sustaining. MACRD must continue/grow other recreational programming to subsidize the operation/maintenance of the pool, but they also need additional funding to support starting and then sustaining additional programming.
- Facility rental and use is limited by current staff capacity.
- MACRD does not own/control any outdoor or indoor recreation facilities (apart from the natatorium).
- MACRD does not currently offer programming or marketing in Spanish or another language. Staff would like to develop marketing materials in Spanish/English. 1-2 staff members are “quasi bi-lingual” but there are no dedicated resources for the Latino community.
- MACRD needs a cohesive marketing strategy. Current marketing efforts are divided up among staff, and are “sometimes great, sometimes terrible.”
- Maintaining/growing support for MACRD recreational programming within schools has been challenging.

Funding

- Questionable past practices and scandals have eroded or damaged MACRD’s reputation within the community (posing risks to future funding requests).
- There is no maintenance fund for the MAC. To address the projected maintenance funding gap, they will need to incorporate maintenance funding into the upcoming bond request, including a \$1.2 million request for repair of the locker room area.
- Although Fitness RX is incredibly popular, it needs more sustainable funding (50% of the program is currently subsidized by MACRD).
- MACRD needs to ensure all users of the pool pay their fair share for the time they use (including long-term tenants).



APPENDIX E: FOCUS GROUPS

This appendix includes the feedback received during the focus groups with the Latino Community Association of Central Oregon, the Warm Springs Tribe, Bridges High School, Madras High School, and Jefferson County Middle School. Along with a presentation and discussion about MACRD during these meetings, participants were provided with the opportunity to take a paper version of the survey in Spanish or English as well as show their priorities for MACRD updates through a dot board activity or word cloud. The goal with all these different focus groups was to capture a wide variety of opinions, comments, and concerns from multiple demographics that currently utilize or are impacted by MACRD.

Latino Community Association of Central Oregon

On July 13th, 2023, IPRE faculty facilitated a MACRD focus group in partnership with the Latino Community Association of Central Oregon. This hour-long bilingual focus group consisted of 12 attendees, a Spanish translator, a notetaker, and an IPRE faculty member. The group focused on discussing what they liked, found challenging, and what they would like to see in the future from MACRD. Following is a summary of the most popular themes that arose from each topic.

This focus group likes the cleanliness of the MACRD facilities and how inexpensive some of the services such as the summer camps are. They also noted that their kids enjoy coming to the MAC, which is what brings them back.

The biggest challenge this group expressed surrounding MACRD is the language barrier in their facilities, advertising, and programming. They noted that when they go to the MAC there are no bilingual staff to speak to, which makes them feel discriminated against, unwelcome, and frustrated that they pay the same price as everyone else while receiving less service. Another challenge they discussed is cost, saying that the lack of discounts and being forced to buy a family membership makes utilizing MACRD services a challenge. They also mentioned that the short hours of operation that do not include weekend and evening times make using the services difficult.

This group would like to see more focus on creating better amenities within the MAC facilities, both through the addition of new features and updating current features. They specifically mentioned ideas like creating more slides, adding a kiddie hot tub, and a coffee area along with improving the quality of pools and restrooms. Expanding and/or developing additional family restrooms is important to this group. They prefer options which offer more privacy than the communal dressing rooms. They would also like to see more discount opportunities such as free family nights, group packages, and punch cards to make services more financially accessible. Additionally, more programming and resources in Spanish is necessary to increase access for this community.





Dot board activity results from LCA meeting

Warm Springs Tribe

On July 27th, 2023, IPRE faculty facilitated a 17-person focus group with the Warm Springs Tribe. This group focused on discussing what they liked, what challenges they faced, and what improvements they would like to see from MACRD. The following summarizes the main themes from each of the discussions.

This group likes the programming that is currently offered by MACRD, specifically mentioning programs like yoga, swim lessons, and kids summer camps. They also enjoy the amenities available in the MAC like the hot tub and size of the pools. This group also discussed how they like the coordination with the local school district, the friendliness and professionalism of the staff, and the scholarship opportunities available to users.

The biggest barrier they discussed was transportation, saying that the facility is too far away and there is a lack of pick-up and drop-off areas for residents in Warm Springs. They also do not like how small the kiddie area is in the MAC, the large group changing rooms, and how there is a lack of instructors for programming.

This group would like to see more variety in the types of programs offered, specifically mentioning that they want to see more indoor sports and the addition of programs such as kayaking and disc golf. They also mentioned how they would like to see a fully funded or inexpensive transportation service and bus routes from Warm Springs to the MACRD facilities to help reduce the transportation barrier.

They would like to see MACRD offer programming in Warm Springs – options presented included using the Warm Springs Community Center for occasional basketball practices or games, or hosting summer camps in Warm Springs. Additionally, they would like to see more advertising of programs and services outside of social media and expanded schedules that offer night and weekend times.

WHAT DO YOU LIKE ABOUT MACRD?

The meeting room/space
 swim lessons
 soccer, flag football
 location of the soccer
 the cost of passes "better than KNT"
 rounding family rooms

LIKES

Slide, Kiddy pool, Diving board
 hot tubs
 yoga classes, close to middle school
 Cleanliness.
 offers Swim lessons for young children/parents
 Swim teams
 marketing
 summer youth camps, Life guards very professional
 staff: good communication & open minded
 collaboration
 Scholarships
 classes for Physical Therapy
 partnership w/ 509th School District
 field trips

WHAT ARE SOME OF THE CHALLENGES YOU FACE WITH USING THE MAC OR PROGRAMS?

Transportation
 Transport kids from WS to summer camp
 Age
 Gas mileage (the drive from WS) costs more than the pass its self.
 - Gas cards

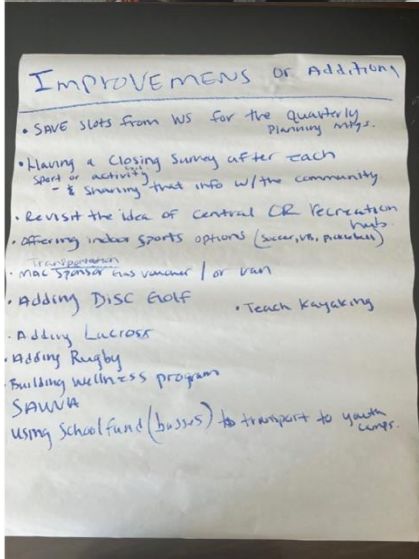
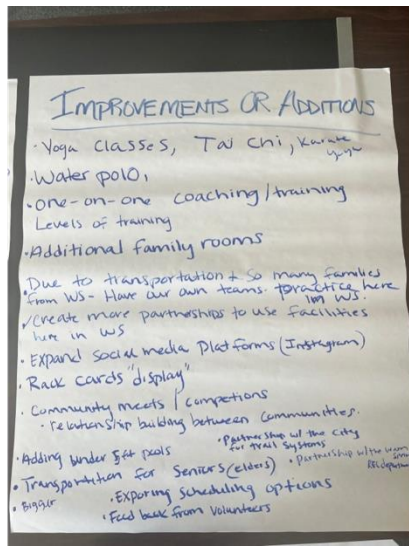
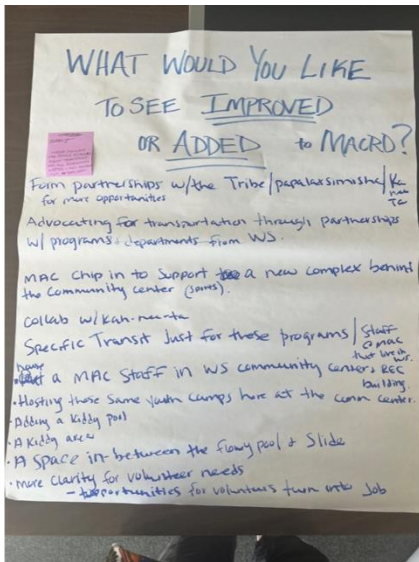
Getting the information out. (not everyone has social media)
 many families rely on grand parents who don't use technology
 In-person Registration in Warm Springs.

CHALLENGES

Expanded Schedules (after 5pm/weekends)
 The Kiddy pool is pretty small & kids get bored fast.
 Adding a Kiddy Slide
 Being mindful of times of activities
 "basketball practice at 7pm"

- Access is more important than mixing.
- Access coordination





Photos from Warm Springs focus group

Bridges High School

On May 10th, 2023, MACRD staff visited Bridges High School in Warm Springs to talk with students about the MACRD Master Plan and provide the opportunity for discussion about changes and additions that would make them more likely to use MACRD services. After the focus group, students were also provided the opportunity to complete the on-line survey. The following summarizes the key themes from the discussion.

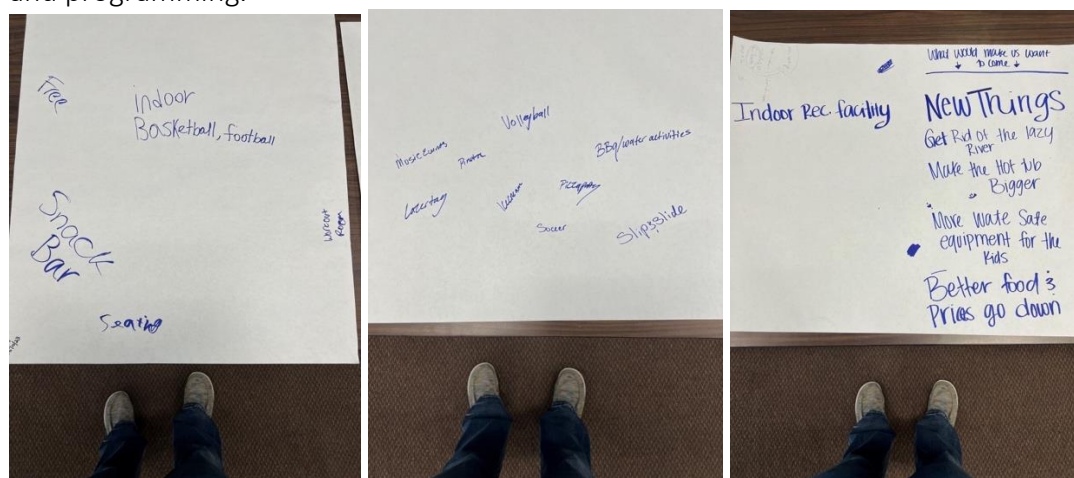
The most common theme among the recommendations was adding and improving the amenities within MACRD facilities, especially the MAC. Students in this focus group would like to see the addition of a workout room, slip-n-slide, laser tag, more water safety equipment for kids, and an



indoor recreation facility. They would like to see a bigger hot tub, more seating, and a snack bar. They also do not like the lazy river.

Another theme among this group was the addition of more programming and events. They specifically mentioned that they would like to see more sports programming like volleyball, soccer, water activities, indoor basketball, and football. They also said that they would like to see community gathering opportunities like music events and BBQs hosted by MACRD.

The final theme that came up during this discussion was the price of MACRD services. They would like to see prices go down and opportunities for free participation in different activities and programming.



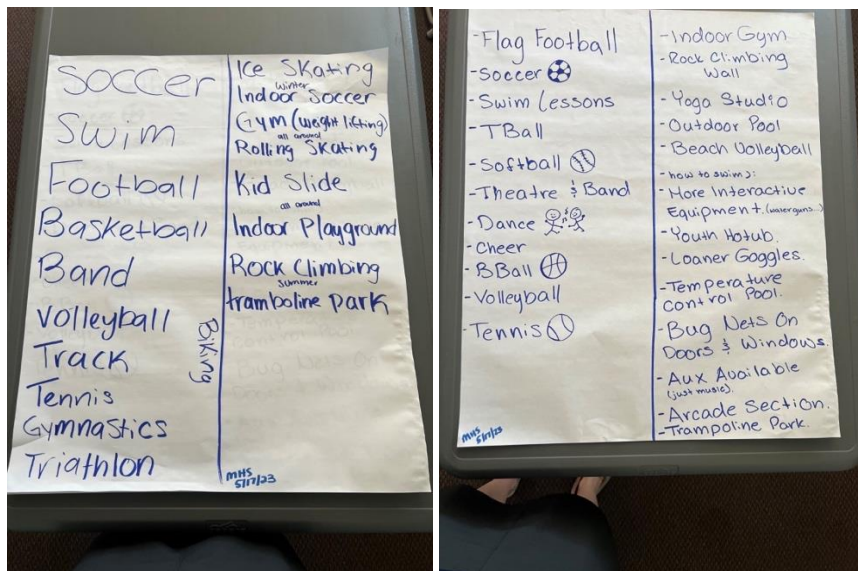
Pictures of group discussion talking points at Bridges High School

Madras High School

On May 17th, 2023, MACRD staff visited Madras High School to talk with students about the MACRD Master Plan and provide the opportunity for discussion about changes and additions that would make them more likely to use MACRD services. After the focus group, students were also provided the opportunity to complete the on-line survey. The following summarizes the key themes from the discussion.

Wanted additions to amenities that are provided by MACRD was the main topic of discussion. Some larger ideas mentioned by this group included the addition of an indoor gym, weight room, kids slide, indoor playground, roller and ice-skating, rock-climbing wall, yoga studio, outdoor pool, youth hot tub, temperature-controlled pool, arcade, and a trampoline park. Some smaller additions they would like to see available in MACRD facilities include more interactive equipment (water guns), loaner goggles, bug nets on doors and windows, and aux availability for playing music.

They also talked about what activities they would like to see available from programming in MACRD. This group specifically mentioned sports-programming like soccer, swimming, football, basketball, volleyball, track, beach volleyball, gymnastics, tennis, biking, t-ball, flag football, softball, a triathlon, dance, and cheer. They also talked about other programming they would like to see such as theatre and band.



Pictures from the Madras High School focus group

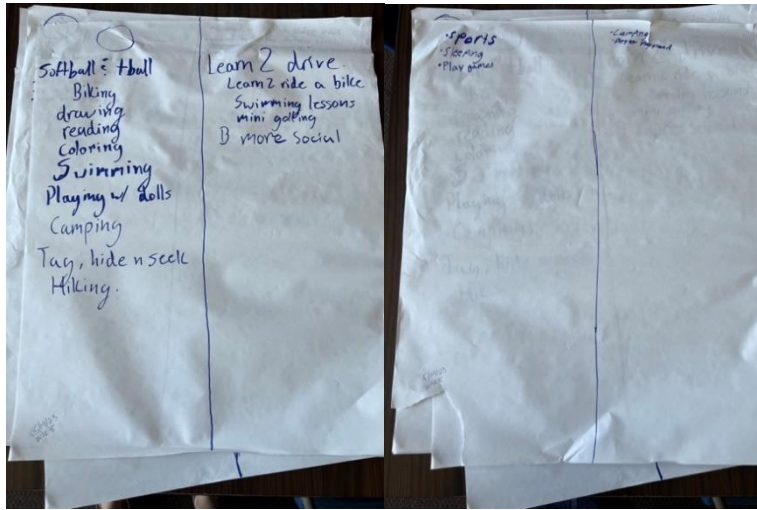
Jefferson County Middle School

On May 19th, 2023, MACRD staff visited Jefferson County Middle School to talk with students about the MACRD Master Plan and provide the opportunity for discussion about changes and additions that would make them more likely to use MACRD services. After the focus group, students were also provided the opportunity to complete the on-line survey. The following summarizes the key themes from the discussion.

One main topic from this discussion was additional amenities that could be provided by MACRD and their facilities. Some ideas for larger additions to MACRD includes a better playground, hiking and camping areas, mini golf, gym area, swings, slip-n-slide, bigger pool, bouncy house, and a ball pit. Smaller amenities they would like to see from MACRD includes games, chalk, a bubble machine, and toys like dolls and hot wheels.

Another theme from this discussion was additions to the programming that’s available through MACRD. They would like to see more sports-related programming like softball, t-ball, biking, swimming, hiking, basketball, football, and horseback riding. They would also like to see some non-sports related programming like classes about specific educational topics like dinosaurs, art, learn to drive courses, and reading.





• Played basketball after school
 • Play catch with my dad
 • Walk to the center
 • Use the machine
 • Walk out of the gym

• Looked up to the older kids
 • Wanted to be the fastest runner
 • Wanted to be the strongest
 • To be a quarterback
 • To be famous

Video games
 Sports
 basketball
 swimming
 Football
 parties
 playing
 Camping
 sleeping

Travel more
 - Learn more about specific things
 - Museums
 Amusement parks

- Swimming
 - Ride
 - Play with pet
 - walk
 - jump
 - Playground
 - Play on the slide
 - catch
 - surfboard
 - play cards
 - have a picnic
 - play
 - catch
 - go on a slide

- Go to the water park
 - Build a bigger treehouse
 - Make more friends
 - Travel
 - Bigger pool
 - Longer bike rides
 - Horse rides
 - Bubble machine
 - Inflatable water bouncy house
 - Bouncy house
 - Ball pit

Pictures from Jefferson Middle School focus group