



## **AGENDA**

### **Board of Directors Strategic Plan Work Session**

**Wednesday, September 4, 2019,  
5:30-7:30 p.m.**

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

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**I. CALL TO ORDER**

**II. ROLL CALL**

*Jinnell Lewis, Chair; Steve Webb, Vice Chair; Greg Williams, Secretary; Martti Rahi, Director; Lindsay Foster-Drago, Director*

**III. ADOPTION OF AGENDA**

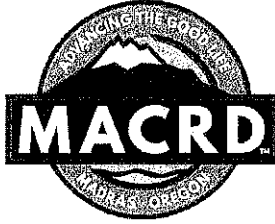
**IV. STRATEGIC PLAN WORK SESSION**

a. Review, 2017-2022 Strategic Plan adopted in May 2017.

**V. ADJOURNMENT**

*Pursuant to ORS 192.640, this notice includes a list of the principal subjects anticipated to be considered or discussed at the above-referenced meeting. This notice does not limit the ability of the board to consider or discuss additional subjects. This meeting is subject to cancellation without notice. The public will not be permitted to attend the executive sessions; provided, however, representatives of the news media and designated staff will be allowed to attend the executive sessions. Representatives of the news media are specifically directed not to report on any of the deliberations during the executive sessions, except to state the general subject of the executive sessions as previously announced. No decision will be made in the executive sessions. The regular meeting is open to the public and interested citizens are invited to attend.*

*The meeting location is accessible to persons with disabilities. A request for an interpreter for the hearing impaired or for other accommodations for persons with disabilities should be made at least 48 hours before the meeting by calling Trudy at 541-475-4253 from 8:00 am. to 5:00 pm., Monday through Friday, to arrange this service.*



# MAC Recreation District

## MINUTES

### BOARD OF DIRECTORS STRATEGIC PLAN WORK SESSION

Wednesday, September 4<sup>th</sup>

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#### Staff Members Present:

Jim Weyermann, Executive Director; Trudy Haugen, Office Manager; Greg Markwardt, Recreation Manager; Eric Bostard, Aquatics Manager; Marty Goodson, Facilities Manager; Payton Kryla, Marketing Assistant

#### Visitors:

None.

#### **I. CALL TO ORDER:**

The Strategic Plan Work Session was called to order by Chair, Jinnell Lewis at 5:38 p.m.

#### **II. ROLL CALL:**

**Present:** Jinnell Lewis, Chair; Steve Webb, Vice Chair; Greg Williams, Secretary. Lindsay Foster-Drago, Director, joined after roll call. **Absent:** Martti Rahi, Director

#### **III. ADOPTION OF AGENDA**

Greg Williams, Secretary, moved to accept the Agenda, seconded by Steve Webb. **Motion carried 3-0.**

#### **IV. STRATEGIC PLAN WORK SESSION:**

Jim Weyermann opened the session

- The Strategic Plan 2017-2022 was adopted in May of 2017. The plan was last reviewed in February 2018. Steve Webb, Jinnell Lewis and Gregg Markwardt were involved in that review.
- In the future we should ideally conduct this review in February prior to the budget planning process.
- Discussion ensued on the public meeting process. Including one-on-ones with stakeholders will be beneficial to this process.
- The history of the formation of a Recreation District was discussed. When this addition happened much of the public was not aware of it. Many communities first start with a Recreation District, adding aquatics later.
  - Consider obtaining a copy of the original bond language when the Recreation District was added.
- Courtney Snead, Bean Foundation Consultant, addressed the group about how the Strategic Plan and the MACRD Systems, Policies and Procedures Review the Bean Foundation is conducting simultaneously tie together
  - Guides the set-up of information and accounting departments

- Provides total district direction
- Will help guide the public process to come
- The goal of the night was set to go back through, review and make any necessary adjustments. Posters of the plan were previously created for each goal.

**Review of Operating Principles/Mission/Vision/Core Values:**

- These key components are something that everything is tested against.

**Goal #1 – Operations are financially sustainable to 60% cost recovery by 2022:**

- Consider independent cost recovery by activity rather than global
  - The aquatic side is felt to be closing the gap
    - Swim lessons and the agreement with 509-J will make a difference.
    - Aqua Fitness & Swim Lessons were captured as historical high revenue generating opportunities for pools.
    - Discussed annual membership management and community partnerships.
- Look at base cost for operations of each individual activity
  - Marty Goodson and Eric Bostard will work together to provide this information

**Goal #2 –**

**Prioritize Madras Aquatic Center maintenance and safety, both budgetary and operationally:**

- Budget appropriately for needs for the entire year
  - Creation of a maintenance fund was discussed, possibly in the form of an endowment
- Marty and Trudy have a goal to re-energize facility safety programs through October.

**Goal #3 –**

**Maintain high quality programs and strive to increase program participation by 15% per fiscal year:**

- Base this % on the historical growth of the county.
  - Get statistics from City of Madras and Jefferson County
  - 509-J is also updating their anticipated growth studies that could be helpful in the future
- How do we want to measure participation increase?
  - As a number?
  - Monitor that it increases slightly each year?
  - Do we want to consider broader goals without a number attached? If we moved this direction what metrics would be used for measurement? Do we want to consider profit comparison versus participation numbers?
- There is concern that we don't currently have a formal way to track ethnicity.
- Strike 3.1
- 3.2- is good with progress made.
  - Programs with focus on health outcomes strategies could help create stakeholder partnerships
  - Programs have to be directed to the needs of our unique community.
- 3.3- being done for out-of-water activities only
  - About 20% of participants are filling out feedback forms
  - How can we increase this, as well as include aquatics?

- Suggestion of using the surveys to improve things moving forward for each program rather than measuring too strictly

**Goal #4 – Balance current programming with the desire to meet the growing needs of community members with existing resources**

- Change the wording to “Sustain current programming while balancing the needs and desires of the community”
- 4.1.1 & 4.3 will be addressed through the public input process
  - We need to identify a date for the community input meetings.
    - Subcommittee is Martti Rahi and Lindsay Foster Drago.
- 4.2 – Remove as it pertains to Kids Club of Jefferson County.

**Goal #5 – Explore expansion projects for the MAC and/or expand by obtaining other facilities, parks in the community**

- It was felt that we should strike this goal from the strategic plan at this time.

**V. ADJOURNMENT:**

The meeting was adjourned by Chair, Jinnell Lewis, at 7:32 p.m. The next regular Board Meeting will be **Monday, September 9<sup>th</sup> at 6:30 p.m.**

Respectfully Submitted, *Trudy Haugen* 9-9-19  
 Trudy Haugen Date  
 Office Manager

*Jinnell Lewis* 9/19/19  
 Jinnell Lewis, Board Chair Date

*Steve Webb* 9/9/2019  
 Steve Webb, Vice Chair Date