



AGENDA
Board of Directors
Special Work Session

Thursday, April 23, 2020 6:30 p.m.

Join Zoom Meeting <https://zoom.us/j/2567069091>

Meeting ID: 256 706 9091

- I. **CALL TO ORDER**
- II. **ROLL CALL** - *Chair Lewis; Vice Chair Foster-Drago, Secretary Greg Williams, Director Rabi, Director Lark*
- III. **ADJUSTMENTS TO THE AGENDA** - *Chairperson Lewis*
- IV. **WORK SESSION – STRATEGIC PLAN**
 - a. **Discuss 2020 MACRD Visioning Process and Strategic Plan**
 - b. **Community Input and Stakeholder Feedback** - Courtney Snead, consultant, BBI
 - Visioning public meeting plan
 - Handout - MACRD Visioning
 - 2020 MACRD visioning summary of community feedback
 - c. **Review and consider approving the proposed 2020-2021 Strategic Plan** - Jim Weyermann, Executive Director
 - Current Strategic Plan
 - Proposed Strategic Plan
- V. **STAFF PLANNING UPDATE**
- VII. **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.

Due to COVID-19 guidelines this MACRD Board Work Session will not be an in-person public form. Attendance of the meeting will be available via Zoom Video. Please call 541-475-4253 or email thaugen@macaquatic.com if you have any questions on how to access this meeting.

A complete board packet and details to access this meeting will be available by 1:00 pm on April 22, 2020, at the following website: <https://macrecdistrict.com>



MINUTES
BOARD OF DIRECTORS WORK SESSION
Thursday, April 23rd, 2020, 6:30 p.m.

Staff Members Present:

Jim Weyermann, Executive Director; Trudy Haugen, Office Manager; Gregg Markwardt, Director of Recreation & Aquatics

Visitors:

None

I. CALL TO ORDER:

The regular meeting of the Board of Directors was called to order at 6:39 p.m. by Vice Chair, Lindsay Foster-Drago. Jinnell Lewis, Chair, was having zoom connectivity issues and was able to join at 6:52 p.m. Due to COVID-19 regulations this meeting was held via zoom. The meeting was public noticed in the Madras Pioneer as well as advertised on the website 10 days prior to the meeting.

II. ROLL CALL:

Present; Jinnell Lewis, Chair; Lindsay Foster-Drago, Vice Chair; Greg Williams, Secretary; Martti Rahi, Director; Taylor Lark, Director (joined at 7:52).

III. ADJUSTMENTS TO THE AGENDA

There were no needed changes to the agenda.

IV. STRATEGIC PLAN WORK SESSION:

A. Discuss 2020 MACRD Visioning Process and Strategic Plan – Courtney Snead

- Approximately 207 community partners and district members participated in the community input and feedback processes over the last 4 months.

This process focused on 4 questions:

1. What are we doing well?
2. What areas do we need improvement on?
3. What is your vision for the MACRD in the next 1-5 years?
4. What dreams do you have for the MACRD in the next 10 years?

B. Community Input and Stakeholder Feedback – Courtney Snead

- Information was gathered to create the final document the following ways:
 1. Paper surveys given out at events like the Warm Springs K-8 Academy, Business After Hours, and as available here at the MACRD.
 2. Community Business Leader's Stakeholder meeting where out of 24 invited leaders, 19 attended.
 3. On-line survey of Active households.

4. Current and former MST families.
 5. Former MACRD Board Members.
 6. Community Leaders that are not considered large spectrum like our first group.
 7. Open House in Culver and Madras, which had small attendance but the information and exchange was powerful.
- Courtney's biggest take-away was the role that the MACRD plays in the community is an expectation for recreation. She sees that the focus should change from the separation of in water and out-of-water recreation to simply recreation. It is clear that we are seen as a recreation district that has an aquatic center. The community is looking for robust recreation; requesting classes for ages 0-3 as well as adult sports.
 - Feedback was also very consistent that it is pretty important that management gets their house in order for a strong foundation for growth.
- C. Review and consider approving the proposed 2020-2021 Strategic Plan – Jim Weyermann, Executive Director
- Our biggest obstacle tonight is not letting COVID-19 distract us from what we are able to create for the future.
 - Attached was the original Strategic Plan with the notes from a previous work session where updates were discussed, prior to the public meetings.
 - Staff has taken the information and laid out the goals with suggestions. It is up to the board to change and prioritize as they see fit.
 - Each goal has 2 to 6 priorities. Time and resources are also listed. Some are ongoing, 1 year and 5 years.
 - Everything is broken by program/services (which is our bread and butter), facilities and management/operations (to build a strong foundation).
 - This document is a representation of our best efforts of what we heard with a framework to get there.
 - After the board has finalized the document and is comfortable with the data, we will take it back and share the end result with the community. In light of COVID-19 we may have to get creative in arranging that moment to bring everyone back.
 - This document is also very important for the current budget process. Once adopted it will help the group prioritize through the budget process.
 - Staff has already adopted information received from public input. One example is that 80% of people want to see more recreation swim times. You will see this in our summer schedule and you will also see it in the fall.
 - Lindsay Foster-Drago asked if we see anything that won't fit in the budget. Courtney responded that the request to expand recreation is limited without other bodies to provide programming, Gregg is currently

the only one that does this. Jim stated that included in the budget is a rec assistant. He thinks we should be able to swing 30K for this. It would have to be recouped in increased user fees. The reality is that it will be a challenge to move as fast as the community wants us to. We cannot do everything at once, but we can build each year.

- Jinnell Lewis commented on Goal 5, capital costs. The possibility of hiring an outside entity to do an analysis for us so that we can be sure that we have enough revenue for things like maintenance and how much it actually costs to run the MACRD was discussed. This could help us tremendously as we put together our upcoming levies. Discussion also ensued to boldly consider that Gregg Markwardt is the Director of Recreation and oversees the Aquatics Manager and Recreation Manager on a Monday through Friday administrative office-type position instead of working on the ground.
 - Courtney Snead stated that staff has already been working on a 5-year staffing plan. The next phase is structuring it with the budget in order for it to be accomplished.
- D. It was determined that the entire document would again be reviewed by the board. Members are encouraged to schedule time with Jim or Courtney prior to the next meeting for any questions or changes. Any proposed changes will be updated prior to the vote at the next meeting.

V. STAFF PLANNING UPDATE

- A. Jim walked the group through the COVID-19 Staffing Cash Flow Projections that was created assuming a 9/1 opening
- A check in with Mike Baker reported that it is possible the MACRD would be able to go in the 2nd phase, realistically no earlier than June 1st. There is a lot of framework in Phase 1 that still needs to be laid out. Group sizes are not determined at this point.
 - Gregg Markwardt is currently working on FEMA grants. We will know soon if we even qualify.
 - If we are not able to open until September 1st, we may want to consider closure until March as it doesn't make a lot of sense to open not knowing how busy we would be due to COVID-19 and be in our slowest months of the year.
 - There may be benefits to declaring the MACRD District a State of Emergency.
 1. Jim does not know of a downside of that, beyond public perception.
 2. It could allow decisions to be made deviating from HR policy.
 3. It could help with a clear delineation as we seek federal dollars, and some may be able to stretch beyond just the immediate impact of COVID-19.

4. It was requested that a resolution be brought to the next meeting unless a reason was found that it would be bad for facilities, capital and debt recovery.
- Staffing Options
 1. Do nothing until June 1. We have currently laid off 24 employees and not filled 1 FTE in the open Aquatics Manager position. If it ends up that we are not able to open July 1 or August 1, we could implement a furlough as soon as this reality presents itself. The first benchmark of review being in June. Apply for WorkShare Oregon and see if we can get any help for the next year for a furlough type situation.
 2. Plan on the ability to open September 1. Keep (2)-25 hour positions in facility services. Keep the Executive Director and Office Manager on $\frac{3}{4}$'s time until the budget process is done, $\frac{1}{2}$ time when it is completed. Effective date of May 1st. Bring back the management team August 1st. It would take a month to reopen if staff is laid off. This could create savings from now until September 1st.
 3. If we cannot open by September 1, consider opening between November and March.
 - The following discussion ensued
 1. We should pursue the budget like it is a regular operating year. As we are getting spending authority for expenses and allowing the assessor to collect our taxes, these are the important parts of the process.
 2. We will be starting to use the \$200,000 loan at the exact same time as last year, regardless of what we do.
 3. We could be going into a weak recession next year.
 4. We could use the scholarship program to help for a community that may be short of funds once we open.
 5. Speaking of that firm foundation that the public knows we need to build, now is a great time to address the systemic issues. We also can use this time to work on maintenance projects we never have the time to. We may have that opportunity to make a financial investment in our infrastructure.
 6. Having staff provides opportunity to apply for grants and funding to take this situation and move us forward.
 7. Preparing the facility for post COVID-19 soft opening will be a real task.
 - It was the consensus of the board to continue as is and re-evaluate in June. If by then it appears that we will not be allowed to open, we will lock the doors and prepare for a major closure. There definitely is not a shortage of organizational work that needs to be done. We will continue to take a

wait and see approach. We will apply for Work Share coming up with a 20-40% plan. Gregg Markwardt will continue to work the quadrant for FEMA grants and Work Share Oregon. Gregg and Payton will work on Train the Trainer programs with Michael Baker for preparing what we will need to do at the door once we open. Payton will continue to work with Facility Services. Jim and Trudy will get the budget completed and will work on fiscal policies.

VI. **REMARKS FROM THE CHAIR**

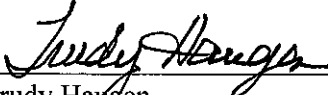
Jinnell Lewis, Chair, covered the following areas:

- Unless something else comes up, we will not need the Monday, May 4th meeting date that was set aside.
- We will re-evaluate the staff analysis June 1.
- Bring any Strategic Plan questions or changes to Courtney and Jim prior to the next meeting where the final plan will be voted on.
- Get your budget questions to Jim by Thursday the 30th with Melissa Irvine being CC'd.

VII. **ADJOURNMENT:**

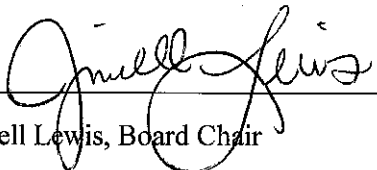
The meeting was adjourned by Chair, Jinnell Lewis, at 8:17 p.m. The next MACRD Board Meeting will be **Monday, May 11, 2020, at 6:30 p.m.** All sessions will be scheduled as zoom meetings.

Respectfully Submitted,



Trudy Haugen
Office Manager

5-4-20
Date



Jinnell Lewis, Board Chair

5/19/20
Date