



# Strategic Plan 2020-2022

## **Acknowledgments**

Special thanks to the following people for their hard work and dedication throughout the strategic planning process.

## **Board of Directors**

Jeff Tryens, President      Heath Foott, Vice-President  
Rosemary Vasquez, Secretary      Peggy Tehan, Treasurer      Bob Keefer, Member

## **Sisters Park & Recreation District**

### **Management Team**

Jennifer Holland, Executive Director      Courtney Snead, Interim Business Manager  
Chad Rush, Recreation Programs Director      Carissa Gascon, Education Programs Director

### **Staff Team**

Mandee Seeley, Administrative Assistant      Rita Gassen, Facilities Coordinator  
Jason Huber, Recreation Coordinator      Shannon Rackowski, Events Coordinator  
Valerie Selig, Head Preschool Teacher

## **Strategic Planning Facilitator**

Clark Brody, Community Member

## **Strategic Plan Committee**

Jeff Tryens, Board President      Bob Keefer- Board Member  
Jason Huber, Recreation Coordinator      Jennifer Holland, Executive Director

## **Sisters Country Community Members**

## Executive Summary

It is my pleasure to present to the Board of Directors the final draft of the Strategic Plan for 2020-2022 for review. Included in this packet is a master page that captures the three core areas the Sisters Park & Recreation District strategic plan will focus on over the next two years, the desired outcomes in each area, as well as the strategies that will be used to meet outcomes. Supplemental pages in this document will break down the strategies to show tasks that will be accomplished with associated timelines and the team or leader(s) who will be assigned.

The process of updating our strategic plan started in May 2019, when staff, with assistance from Board President Jeff Tryens, initiated a needs assessment. The needs assessment gathered data using two approaches; an on-line survey and one on one meetings with identified critical community partners. In total we received approximately 400 completed surveys and conducted 18 one on one meetings.

The next step in our process was to hear directly from the Board of Directors. In November 2019, a board retreat was held where the board reviewed and discussed strengths, weaknesses, opportunities and threats, both external and internal to the district programs, services, and facility. Directly following the board retreat, Sisters Park & Recreation District staff conducted a retreat as well where the same topics were discussed.

The final step in our process was to hear from the community once again. We invited members of the community to attend two public input sessions where we discussed our core areas and desired outcomes and heard from them how they thought we could reach these goals. The community also provided feedback on areas that we had overlooked.

Consistently throughout process, we heard the need to use more volunteers to assist in the delivery of district services and programs. We live in a community of talented and caring people who want to give back. Tapping into the volunteer resource needs to be more thoughtful and strategic. We also heard about the need to be more intentional with district marketing to ensure that the community is aware of all the programs and services that SPRD offers. Keeping the community updated on the commitments that were made during the local option levy campaign also raised to the top. Additionally, we heard the need for stability. This need is not only for retaining consistent staff and leadership, but also for maintaining transparent, clear policies and developing sustainability in the district's finances.

Within this document, you will see how SPRD plans to address the concerns that were raised by the Sisters Park & Recreation District Board of Directors, staff and the community. Moving forward, there will be a strategic plan progress report added to the district's quarterly updates to the Board of Directors to increase communication and transparency regarding the status of the plan's established tasks.

The Sisters Park & Recreation District staff believe that this plan will serve the district well as we continue to strive toward providing exceptional programs and services to Sisters Country.

Jennifer Holland, Executive Director  
Sisters Park & Recreation District

## Strategic Plan 2020-2022

Mission	Programs and Services	
Provide Sisters Country with exceptional recreation opportunities that enhance the livability of our community.	Desired Outcome 1: Programs and services meet community needs and interests.	1a. Regularly seek feedback from the community.
		1b. Expand event offerings that reach all ages.
		1c. Implement program and event standards for consistency and continuity.
	Desired Outcome 2: A volunteer network supports the expansion of district programs and services.	2a. Develop a district volunteer program.
		2b. Celebrate the contributions of our volunteers!
	Desired Outcome 3: Strong partnerships allow SPRD to better serve Sisters Country.	3a. Establish consistent partnership practices.
		3b. Identify new partnership opportunities for SPRD.
		3c. Develop and strengthen existing partnerships.
	Marketing and Communications	
	Desired Outcome 4: A community well informed about Sisters Park & Recreation District.	4a. Implement a comprehensive district wide marketing campaign.
		4b. Continuously communicate with Sisters Country on outcomes made possible by local option levy.
		4c. Establish consistent marketing and promotion standards.
		4d. Evaluate effectiveness of marketing strategies.
	Management and Operations	
	Desired Outcome 5: Operational health supported by strong policies and procedures.	5a. Continue to develop district policies and procedures in alignment with Special Districts Association of Oregon (SDAO).
		5b. District documents easily accessible.
		5c. Ensure compliance with state and federal law.
	Desired Outcome 6: A financially secure district that supports future growth and needs.	6a. Establish business practices that increase district financial health.
		6b. Develop and implement a comprehensive district sponsorship and donor program.
		6c. Project and plan for future capital expenses.
		6d. Work with the SOAR Foundation to support fundraising efforts.
	Desired Outcome 7: A well trained and supported SPRD staff.	7a. Create trainings and resources to properly prepare staff.
		7b. Ensure staff are well informed on issues impacting the district.

## Programs and Services

### Desired Outcome 1: Programs and services meet community needs and interests.

Performance Measures	Target
1. Patron participation	10% increase per year
2. Program cancellations	25% cancellation rate or lower
3. Post-program evaluations	90% good or better
4. Special event attendance	20% increase per year
5. Number of events	Add one per year

### Strategy 1a: Regularly seek feedback on programs and services from the community.

Actions:		Team/Lead	Resources Requirement (High, Med, Low )	2020	2021	2022
i.	Evaluate all programs and events.	Recreation & Administration	Med		X	
ii.	Create an on-line form that allows community members to submit programming ideas.	Recreation	Low	X		
iii.	Implement digital and hard copy "comment card" campaign.	Administrative Assistant	Low	X		
iv.	Outreach to the Latinx community to determine how SPRD can better communicate and meet needs.	All	High		X	

### Strategy 1b: Expand event offerings that reach all ages

Actions:		Team/Lead	Resources Requirement (High, Med, Low )	2020	2021	2022
i.	Analyze event participation data to identify underserved populations.	Events	Med		X	
ii.	Collaborate with community organizations/partners to expand existing events to be "all ages" friendly.	Administrative	Med		X	

### Strategy 1c: Implement program and event standards for consistency and continuity.

Actions:		Team/Lead	Resources Requirement (High, Med, Low )	2020	2021	2022
i.	Review existing successful programs and events to identify trends.	Recreation & Events	Low	X		
ii.	Collect and analyze data of existing external recreation programs and events to identify gaps.	Recreation & Events	Low	X		
iii.	Develop a district recreation programming manual consistent with standards set by the National Recreation and Park Association (NRPA).	Recreation & Administrative	Med		X	

## Programs and Services

### Desired Outcome 2: A volunteer network supports the expansion of district programs and services.

Performance Measures	Target
1. Number of volunteers	Grow number by 10% year over year
2. Number of volunteer hours	10,000 hours

#### Strategy 2a: Develop a district volunteer program.

Actions:		Team/Lead	Resources Requirement (High, Med, Low )	2020	2021	2022
i.	Identify volunteer opportunities throughout the district.	All	Low	X		
ii.	Create job descriptions for all volunteer positions.	All	Low	X		
iii.	Create district wide volunteer on-boarding, training and retention procedures.	Administrative	Med	X		
iv.	Develop a volunteer page on the SPRD website.	Administrative Assistant	Med	X		
v.	Create a volunteer marketing campaign to educate and inform community.	Administrative	Med		X	

#### Strategy 2b: Celebrate the contributions of our volunteers!

Actions:		Team/Lead	Resources Requirement (High, Med, Low )	2020	2021	2022
i.	Develop a volunteer hours log.	Administrative	Low	X		
ii.	Create an annual report that captures total volunteer hours, significant projects/events, and wages saved.	Administrative	Med		X	
iii.	Create a volunteer spotlight campaign that showcases an active volunteer each quarter.	Recreation & Administrative	Low	X		
iv.	Create an annual volunteer celebration event.	Recreation & Administrative	High		X	

## Programs and Services

### Desired Outcome 3: Strong partnerships allow SPRD to better serve Sisters Country.

Performance Measures	Target
1. Number of community partnerships	Two new community partnerships each year
2. Number of new IGAs, MOUs, and contracts	One new IGA, MOU, or contract year over year

#### Strategy 3a: Establish consistent partnership practices.

Actions:	Team/Lead	Resources Requirement (High, Med, Low )	2020	2021	2022
i. Review, analyze and update current partnerships agreements.	Recreation & Administrative	Med	X		
ii. Formalize and document any undocumented partnerships	Recreation & Administrative	Low	X		
iii. Create district wide partnerships procedures.	Administrative	Med		X	
iv. Implement an annual review of partnerships agreements to evaluate effectiveness and make necessary updates.	Administrative	Med		X	X

#### Strategy 3b: Identify new partnership opportunities for SPRD.

Actions:	Team/Lead	Resources Requirement (High, Med, Low )	2020	2021	2022
i. Inventory potential community partners whose organizations align with SPRD's mission and vision.	All	Med	X		
ii. Strategize with community event organizers to identify areas SPRD can provide support.	Education & Administration	Med		X	
iii. Determine future collaboration opportunities (i.e. Horizon Vision).	Administrative	Med	X	X	X

#### Strategy 3c: Develop and strengthen existing partnerships.

Actions:	Team/Lead	Resources Requirement (High, Med, Low )	2020	2021	2022
i. Create and implement a partner communication plan.	Administrative	Med		X	
ii. Support district management positions involvement in partner events and committees.	All	Med	X	X	X
iii. Develop and maintain intergovernmental agreements with Sisters School District and City of Sisters.	Administrative	High	X	X	X

## Marketing and Communication

### Desired Outcome 4: A community well informed about Sisters Park & Recreation District.

Performance Measures	Target
1. Number of SPRD articles or mentions in the Nugget	Once a week
2. Number of SPRD marketing methods	Minimum of six

#### Strategy 4a: Create a greater understanding of what SPRD does for the community.

Actions:		Team/Lead	Resources Requirement (High, Med, Low )	2020	2021	2022
i.	Convene a panel of local professionals to determine effective marketing strategies in Sisters Country.	Administrative	Med	X		
ii.	Determine and address gaps in existing marketing approaches.	Administrative	Low	X		
iii.	Improve road and site signage at Coffield Center campus.	Facilities	High		X	
iv.	Implement a comprehensive district-wide marketing campaign.	Administrative	High		X	X

#### Strategy 4b: Continuously communicate with Sisters Country on outcomes made possible by Local Option Levy.

Actions:		Team/Lead	Resources Requirement (High, Med, Low )	2020	2021	2022
i.	Place quarterly article in the Nugget updating community on progress.	Administrative	Low	X	X	X
ii.	Intentional marketing via district marketing methods informing community on levy outcomes.	Administrative	High	X	X	X
iii.	Create a community thank you campaign.	Recreation	Med	X	X	X

#### Strategy 4c: Establish consistent marketing and promotion standards.

Actions:		Team/Lead	Resources Requirement (High, Med, Low )	2020	2021	2022
i.	Redesign logo to meet brand standards.	Administrative	Low	X		
ii.	Increase branded materials to use at events and programs.	Administrative	High	X	X	X
iii.	Create levels of promotion and marketing for community vs regional events/programs.	Recreation	Med		X	
iv.	Develop a "booth in a box" to use at community events.	Education & Administration	Low	X		



## Marketing and Communication

**Desired Outcome 4: A community well informed about Sisters Park & Recreation District.**

Performance Measures	Target
1. Number of SPRD articles or mentions in the Nugget	Once a week
2. Number of SPRD marketing methods	Minimum of six

**Strategy 4d: Evaluate effectiveness of marketing strategies.**

Actions:		Team/Lead	Resources Requirement (High, Med, Low )	2020	2021	2022
i.	Implement a survey to learn how people hear about programs and services.	Administrative Assistant	Low	X		
ii.	Use analytics on website and social media to drive future marketing decisions.	Administrative	High		X	
iii.	Analyze the return on investment on marketing methods.	Administrative	Med		X	X
iv	Research and determine the most effective delivery method for recreation guide.	Administrative	Med		X	

## Management and Operations

### Desired Outcome 5: Operational health supported by strong policies and procedures.

Performance Measures	Target
1. Commission for Accreditation of Park & Recreation Agencies (CAPRA) Standards	50% of standards met of current 151 standards

#### Strategy 5a: Continue to develop district policies and procedures in alignment with Special Districts Association of Oregon (SDAO).

Actions:		Team/Lead	Resources Requirement (High, Med, Low )	2020	2021	2022
i.	Evaluate and update existing district policies to ensure effectiveness and compliance.	Administration	Med	X		
ii.	Create department/program manuals outlining standard operating procedures.	All	High		X	
iii.	Document "past practices" and adopt as policy where appropriate.	Administration	Med	X		

#### Strategy 5b: District documents easily accessible.

Actions:		Team/Lead	Resources Requirement (High, Med, Low )	2020	2021	2022
i.	Implement documentation naming conventions.	Business Operations Manager	High		X	
ii.	Create an organizational system for shared network drives.	Business Operations Manager	High		X	
iii.	Create an employee webpage within existing website to share resources and documents.	Administrative Assistant	Med		X	
v.	Train staff on public document retention law and schedule.	Business Operations Manager	Low	X		

#### Strategy 5c: Ensure compliance with state and federal law.

Actions:		Team/Lead	Resources Requirement (High, Med, Low )	2020	2021	2022
i.	Complete pay equity analysis and determine district bona fide factors for identified positions.	Administration	Med	X		
ii.	Monitor legislative activity to be responsive to future requirements.	Administration	Med	X		
iii.	Complete a safety audit of the district to identify potential risk, hazards and compliance concerns.	Safety Committee	High		X	

## Management and Operations

**Desired Outcome 6: A financially secure district that supports future growth and needs.**

Performance Measures			Target			
1. Operating reserves			Enough to cover two months operating expenses			
Strategy 6a: Establish business practices that increase district financial health.						
Actions:		Team/Lead	Resources Requirement (High, Med, Low )	2020	2021	2022
i.	Implement a new cost recovery methodology and procedure.	All	Med	X		
ii.	Evaluate the viability and feasibility of alternative funding when it becomes available (grants, Silver/Fit, Silver Sneakers, DHS).	Business Operations Manager	Med	X	X	X
iii.	Increase carry forward by 5% each year over the prior year balance.	All	Med	X	X	X
iv.	Develop a strategy and procedure for managing district carryforward funds, including reserves for future expenditure and ending fund balance	All	Med	X	X	X
Strategy 6b: Develop and implement a comprehensive district sponsorship and donor program.						
Actions:		Team/Lead	Resources Requirement (High, Med, Low )	2020	2021	2022
i.	Establish district sponsorship levels and associated benefits.	Business Operations Manager	Med		X	X
ii.	Create a district wide tracking spreadsheet of sponsors/donors and amounts.	Business Operations Manager	Low	X		
iii.	Create a process for sponsorship/donors requests, documentation and follow up.	Business Operations Manager & Administration	Med		X	
Strategy 6c: Project and plan for future capital expenses.						
Actions:		Team/Lead	Resources Requirement (High, Med, Low )	2020	2021	2022
i.	Update current asset inventory to include future maintenance, repairs, replacement and associated costs.	Facilities	Med		X	
ii.	Evaluate the need for a district capital improvement program based on future need and growth.	Administrative	Med			X
Strategy 6d: Continue to work with the SOAR Foundation to support fundraising efforts.						
Actions:		Team/Lead	Resources Requirement (High, Med, Low )	2020	2021	2022
i.	Obtain \$10k in donations to use for scholarships annually.	Administrative	Med	X	X	X
ii.	Develop a mini grant program for staff to submit program/project funding requests to SOAR Foundation.	Administrative	Med		X	

## Management and Operations

### Desired Outcome 7: A well trained and supported SPRD staff.

Performance Measures	Target
1. Percent of SPRD staff satisfied or very satisfied with their jobs	95% or better
2. Staff turnover rate of permanent positions	No more than one a year
3. Staff who have received an annual evaluation	100%

#### Strategy 7a: Create trainings and resources to properly prepare the SPRD staff.

Actions:		Team	Resources Requirement (High, Med, Low )	2020	2021	2022
i.	Update on-boarding procedures for staff.	Administrative	Med	X		
ii.	Implement an annual training calendar and tracking system.	Business Operations Manager	Low	X		
iii.	Develop department staff manuals and trainings.	All	Med		X	
iii.	Educate SPRD staff members on free webinars available to the district (NRPA, SDAO, etc.)	Administrative	Med		X	

#### Strategy 7b: Ensure staff are well informed on issues impacting the district.

Actions:		Team	Resources Requirement (High, Med, Low )	2020	2021	2022
i.	Establish meeting and communication standards for all levels of staff.	All	Low	X		