



Board Retreat

November 6, 2019; 4-8 p.m.

The Pines Club House; 612 Brooks Camp Road

In attendance: Jeff Tryens, Heath Foott, Peggy Tehan, Rosemary Vasquez, Bob Keefer, Jennifer Holland, Mandee Seeley and Clark Brody

The meeting was called to order at 4:08pm by Board President, Jeff Tryens.

Introductions and review of process (Clark)4-4:20 p.m.

i. Review Strategic Planning Process

Clark explained how the process would work and initiated an introductory activity.

ii. Ground Rules

In 2016, Sisters Park and Recreation District adopted the Speak Your Peace rules of communication: Pay attention, listen, be inclusive, no gossip, show respect, be agreeable, apologize, give constructive criticism and take responsibility.

iii. Parking Lot

The parking lot is for topics that come up that should be discussed more in depth during another meeting.

Review Mission/Vision Statement (Clark)4:20 -4:50 p.m.

i. Review Vision/Mission Statement Criteria

The vision statement is where you want to see your agency in the future. The mission statement is the action plan for how you will get to the vision. The goal is to have both a vision and mission statement that all board members and staff can recite easily.

ii. Vision Statement (small groups) 10 min.

iii. Mission Statement (small groups) 10min

The group was broken up into two smaller groups. One group included Peggy, Jeff, Jen and Mandee. The other included Rosemary, Heath and Bob. There was discussion regarding the current vision and mission statements and potential changes.

iv. Share with entire Board 10 minutes

Updated vision suggestions included:



- Provide Sisters Country with outstanding recreation facilities and programs that create a vibrant healthy community.
- Access to play for all.
- Get out there!
- Every member of the community will enjoy access to recreation opportunities that meet their needs.

Updated mission suggestion included:

- To provide exceptional community focused recreation experiences.

- v. Refer a rewrite draft to a small group after staff input (if needed)

Review Data- Financial/Participation and SP Status (Jennifer)4:50- 5:10 p.m.

Executive Director Holland reviewed with the board the status of the objectives outlined in the 2017-2019 Strategic Plan. Out of the 17 objectives listed, 4 were marked completed and done, 5 were marked completed and on-going, 5 were marked in progress and 3 were marked not completed.

Executive Director Holland discussed the budgeted allocation of the levy dollars in relation to what was communicated to the public as to how the district would spend the additional tax revenue. Executive Director Holland said it is challenging to accurately demonstrate that the district has allocated funds accordingly due to the new budgeting categories but based on her research, she was confident that the district was on track. President Tryens communicated his concern to be able to confidently speak on behalf of the district when community members ask if SPRD is spending the levy dollars as promised. Director Holland will do more work on this project and work with staff to identify a way that we can demonstrate the spending of the levy dollars and show that SPRD is allocating and spending funds as communicated in levy documents.

SWOT analysis (Clark/Jennifer)..... 5:10- 6:10 p.m.

- i. Board arrives with individual SWOT worksheet completed.
- ii. Place Boards individual view of Strengths and Weaknesses (internal) on Chart Paper (Clark) Review and discuss

Strengths included: self-reflection, partnerships, core supporters, admitting weaknesses, staff, operation ship shape, high visibility in the community, resilience, facility, services provided, levy passing, well run/management, effective board, relationships with community

Weaknesses included: levy will expire, not very visible, school district lease, marketing, lack of cost analysis, no cash reserve, lack of volunteers, lack of staff with recreation



experience, dependent on tax base and enrollment, increased operating costs, poor planning around some programs, 9-5 hours, history of issues, limited perception of community needs, lack of community engagement and partnerships, lack of Spanish information in recreation guide, lack of participation in big community events, economic impact not recognized

- iii. Place Boards individual view of Opportunities/Threats (external) on Chart Paper. (Clark) Review and discuss

Opportunities included: population and commercial growth and tax increase, new areas of recreation, increasing volunteers, staff stability, engaging underserved populations, public perception of the benefits of an active lifestyle, quality of life in Sisters, better advertising, sisters country vision, little competition, outdoor recreation surroundings, swim program, reviving SOAR foundation, new partnerships, passionate and educated community members, maximizing participation to capacity

Threats included: population growth and limited space, recession, salaries, competition, patron complaints, community silos, negative information about SPRD, our name, school district lease and bond, new police force and levy potentially not being renewed due to funding going toward that instead

Dinner is served.....6:10-6:20 p.m.

Where do we want to be in 2-3 years? (Clark)6:20-7:20 p.m.

- i. Brainstorm and document (small group)6:20-6:40 p.m.
- ii. Discuss and document (full group).....6:40-7:00 p.m.

Suggestions included: financial stability with a cash reserve, strong position to pass another levy, establish community confidence, effective communication, same staff – no turnover, building more utilized, want to know that people are happy with us, offerings to meet the needs of community, welcome packet to new residents include us, long term lease with school district or our own land, maintain quality of offerings to max capacity, public pickleball, signature yearly event, recognized for what we do, effective SOAR foundation (10k per year to scholarships), retain and develop staff, rebranding, full needs assessment

- iii. Identify top priorities (Heart/Star rating), discuss7:00-7:20 p.m.

Must haves included: financial stability, building more utilized, recognized for what we do

High priorities included: rebranding of SPRD, signature event, pickleball, programs meet the needs of community, retain and develop staff, establish community confidence, accountable to levy



Next Steps (Clark)7:20 p.m.

- i. Staff and community engagement meetings

Staff meeting will be Friday, November 7th from 1-3pm. Community meeting needs to be rescheduled due to other events going on November 20th. Community meeting will be moved to December 4th.

- ii. Subcommittee- identifies draft strategies to accomplish and updated vision/mission if needed
- iii. Closure: Ticket out the door: Each person shares how they are feeling about where we are right now.

Clark asked everyone to answer two questions prior to leaving.

The meeting was adjourned at 8:03pm by Board President, Jeff Tryens.

Respectfully submitted,

Mandee Seeley, Recording Secretary

Approved by the Board of Directors on November 19, 2019.