

January 11, 2022- 2:00-6:00 p.m.

Call meeting to order

Bob Keefer, president called to order at 2:03 p.m.

Board members in attendance: Bob Keefer, board president, Heath Foott, board vice president, Peggy Tehan, board treasurer, Jeff Tryens, board secretary (via Zoom), Molly Baumann, board member (via Zoom). Member Baumann left the meeting at 3:30 p.m.

Staff attendees: Jennifer Holland, executive director, Sarah McNeale, recording secretary.

Guest: Clark Brody, facilitator.

Welcome/vision/goals

In her opening remarks Executive Director Holland talked about the importance of the process and thanked board members for submitting their pre-board meeting tasks to her to allow for a more streamlined process.

Strategic planning update - Jennifer Holland, executive director and Clark Brody facilitator.

Executive Director Holland reviewed the current plan and outlined the timeline as detailed in board packet.

Clark Brody presented the plan for workshop with goals and guidelines for constructive board participation.

Look back- Review the present strategic plan

Look at the present- Complete a SWOT Analysis (strengths, weaknesses, opportunities, and threats)

Look to the future

1. *What do you want SPRD to be known for in 2 years?*
2. *What do you want SPRD to be known for in 5 years?*

In each area:

- *Identify the areas where board members agree.*
- *Identify the differences in perception.*
- *Identify what those differences are.*
- *Document the "takeaways" from this review.*

Mr. Brody detailed strategies for constructive and productive participation and best workshop outcomes. He then briefly reviewed the vision and mission statements for the district. Secretary Tryens expressed a desire to add an education component to the mission statement at some point.

Look back: Mr. Brody reviewed strategic plan work sheet questions given to the board. Then, with the board, reviewed their responses and the reasoning behind those responses, looking at points of success and areas with opportunity for improvement. Two areas that scored low from more than one board member were volunteers and marketing.

See attached scoring sheet.

Look at present: Prior to the meeting, board members were asked to complete a SWOT analysis and be prepared to share at the meeting. Mr. Brody, went around the room and had board members give their responses. At the

completion of this process, the board was asked what their key takeaways were. Vice President Foott stated his key takeaway was that the district is dependent on a lot of outside factors that they don't have control over. President Keefer stated that the district is at an important crossroads with unique opportunities and strong leadership. He stated that the board needs to begin to look at the question of what we want to be when we grow up. President Keefer stated that this is the time for this discussion and to plan strategically to move in that direction. Secretary Tryens agreed with President Keefer statement adding that the board needs to determine how much risk it is willing to take in the future and what are the associated consequences. See attached completed SWOT analysis.

Look at future: Using the responses given during the SWOT analysis, Mr. Brody led the board through a process of selecting items/issues that reflect where each board member would like to see the district in two and five years. Each board member was then given seven dots and then asked to pick out of all the items listed, which ones were their top priorities. Responses are listed below with the number of votes received.

What do you want the district to be known for in 2 years?

- Local option levy passed & development of long-term stable funding model (5 votes)
- An understanding of Sisters' needs. What the city and citizens want from SPRD (4 votes)
- Elementary school issue resolved (3 votes)
- 100 volunteers with and established goal of volunteer hours (system for tracking volunteers' hours) (3 votes)
- SPRD known throughout the community (2 votes)
- Fill childcare gap (2 votes)
- Fully functioning youth center (1 vote)
- IGA with City and Sisters School District that outlines partnership (1 vote)
- Maintain cash reserves to carry district through July-November months without having to access a line of credit (1 vote)
- Restore a variety of adult programming options (0 votes)
- Host regional pickleball tournament (0 votes)
- Plan for programming offerings outside of Sisters (0 votes)
- Strong and effective committees (0 votes)
- Strong voice in city park system (0 votes)
- Regain 2019 level operations (0 votes)

What do you want the district to be known for in 5 years?

- Max out participation in program and facility usage (4 votes)
- District restructured or dissolved and reformed, with possible annexation of surrounding areas (3 votes)
- A plan in place to restructure district and possible annex surrounding areas (2 votes)
- Plan in place and blueprints for a new field house (1 votes)
- Low turnover, fully staffed, and trained employees (1 votes)
- Events that draw in locals as well as visitors (0 votes)
- Jennifer committed to another 5 years (0 votes)
- Be known as the go to place for all things and groups focused on recreation (0 votes)
- Bike park like Redmond's (0 votes)

Treasurer Tryens noted that the growth of the city of Sisters will drive the growth of Sisters Park & Recreation District, and in two years the direction of the city's growth will be much clearer.

Additional input from Member Baumann, who had to end zoom call early, will be sought later.



BOARD OF DIRECTORS WORK SESSION MINUTES

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Local Option Levy

A thorough local option levy discussion was postponed until a later date but Executive Director Holland posed questions for the board to consider in preparation for the discussion regarding local option renewal:

1. Timing- November 2022 or May 2023
2. Do we want to consider an increase?
3. Next steps and timeline

Meeting adjourned at 5:53 p.m.

Respectfully submitted,

Sarah McNeale, Recording Secretary

Approved by the Board of Directors on 02/22/2022