



**Tualatin Hills Park & Recreation District
Minutes of a Retreat of the Board of Directors**

A Retreat of the Tualatin Hills Park & Recreation District Board of Directors was held on Tuesday, October 22, 2019, 4:30 pm at the Cooper Mountain Nature House, 18892 SW Kemmer Road, Beaverton, Oregon.

Present:

Felicita Monteblanco	President/Director
Tya Ping	Secretary/Director
Wendy Kroger	Secretary Pro-Tempore/Director
Ashley Hartmeier-Prigg	Director
Heidi Edwards	Director
Doug Menke	General Manager

Agenda Item #1 –Work Session

A Retreat of the Tualatin Hills Park & Recreation District Board of Directors was called to order by President Felicita Monteblanco on Tuesday, October 22, 2019, at 4:40 pm.

Thomas Bruner with Bruner Strategies provided an overview of a detailed agenda planned for this evening’s board retreat, a copy of which was entered into the record:

- A. Review Current Work Plan
- B. Review Board Priorities
- C. Visioning: Emerging Themes
- D. Setting the Stage: Managing Priorities
- E. All Things Are Possible: The Tool
- F. Priority Themes for 2020/21 Budgeting
- G. Next Steps

Agenda Item #2 – Current District Work Plan & Visioning Update

A. Review Current Work Plan

Keith Hobson, Director of Business & Facilities, and Aisha Panas, Director of Park & Recreation Services, provided an overview of the district’s current work plan as supported by the adopted FY 2019/20 Budget, which includes the following focus areas:

- Community Collaboration
 - Intergovernmental coordination
 - Legislative advocacy
- Legal/Regulatory
 - Implement legislative mandates
 - All other legal/regulatory requirements

- Investing in our People
 - Implement district-wide staff training program
 - Update Leadership Academy
- Community Engagement
 - Community Vision adoption and implementation
 - Free programs at parks, libraries and schools
- Ensuring Relevance
 - Afterschool program expansion
 - Update Strategic Plan to reflect Community Vision
- Investing in our Facilities
 - Implement Capital Improvement Plan
 - Plan for next bond measure
 - Address office space needs
- Investing in Technology
 - Financial system migration
 - Class management/registration system replacement scoping
- Access for All
 - Implement Financial Aid assessment recommendations
 - ADA improvements
 - Expand support for programs and events with Tualatin Hills Park Foundation
- Sustainability
 - Energy Trust of Oregon projects
 - Recycled water for irrigation feasibility study

Keith and Aisha offered to answer any questions the board may have.

Heidi Edwards inquired whether there are any known upcoming legislative mandates that will need to be implemented.

- ✓ Keith replied that the minimum wage increase is in the process of being implemented on an annual basis and that the recently approved Paid Family and Medical Leave Act will be implemented soon, as well. The cap-and-trade bill under discussion will be monitored during the upcoming legislative session.

Ashley Hartmeier-Prigg asked for clarification regarding how the district's work plan informs the district's employees' work plans.

- ✓ Keith and Aisha provided an overview regarding how employee work plans are developed in coordination with the district's work plan, noting that individual work plans are reevaluated as new needs or action items are identified.

Tya Ping inquired about the process used in the development of the district's current work plan.

- ✓ General Manager Doug Menke described the sequencing desired of identifying the board's priorities prior to development of the budget.
- ✓ Keith added that while some of the items listed on the district's current work plan will eventually be fully completed, others are continuous items spanning multiple budget years or will never be fully completed.

Thomas asked whether there are district policies in place that drive the funding of the district's capital replacement program.

- ✓ Keith provided an overview of the district's finance policies included within District Compiled Policies Chapter 6, which include working guidelines such as "The district should priority fund all major items replacements (subject to condition of asset deferrals), a minimum of \$350,000 of routine replacements, and fund the balance of routine replacements based on available funding." He noted that it may be time to review these policies.
- ✓ Doug agreed that it may be time to review the policies with the board as it represents a philosophical discussion regarding allocation of the district's resources, specifically whether the board desires to move toward investing less in capital replacements and more into operations.
- ✓ Wendy Kroger expressed agreement that it would be beneficial for additional discussion and information on this topic.

Ashley commented that the district's work plan is in addition to the everyday activities that keep the district running, which also represents a significant portion of the district's budget.

President Montebianco noted that the purpose of this evening's retreat and board discussion is to stay at a high level and for the board to identify its values in order to influence the development of the upcoming budget.

B. Review Board Priorities

Thomas provided a brief overview of a list of initial board values and priorities as discussed by the board in July, a copy of which was provided within the informational materials for the retreat, noting that this is only a starting point and one of multiple data sets for the board's consideration in their discussion this evening.

C. Visioning: Emerging Themes

Holly Thompson, Communications Director, provided an overview of the draft goal areas that are emerging through the district's Community Vision outreach process currently underway:

- Welcoming and Inclusive
- Play for Everyone
- Natural Spaces
- Accessible and Safe

Holly noted that it is anticipated that approximately 9,500 people will have contributed to the Community Vision process by its conclusion this Saturday. She provided an overview of the next steps in the process, including creation of Action Teams on which the board members will have an opportunity to serve, and offered to answer any questions the board may have.

Tya suggested outreach be conducted to HomePlate Youth Services. She stated that she is excited to help implement the Community Vision, noting that this is the perfect board to do so.

Wendy commented that she likes the connectivity between goal areas and the flexibility and balance provided.

Thomas inquired how much of the public feedback received through the Community Vision process represents new ideas or an expansion of existing programs.

- ✓ Holly replied that although that has not yet been quantified, she would estimate between 30% and 40%.

Ashley commented that she is excited to see diversity, equity, inclusion and access (DEIA) interwoven through all the goal areas.

D. Setting the Stage: Managing Priorities

Thomas provided an overview of his one-on-one work with the district board and staff noting that district staff is currently working beyond capacity and that this is not a sustainable long-term practice. He described the variables that have contributed to this circumstance, which include district staff that are passionate about their work and a historic culture of leading with yes, as well as the upcoming implementation of the Community Vision and a new, energetic and enthusiastic board.

Detailed board discussion occurred regarding helping work toward a better capacity balance for district staff by creating a culture of honesty, guidance, accountability and compromise. Discussion also touched on the need to consider how to reduce the current 105% capacity amount in order to allow space for the consideration of new ideas and concepts, while also managing the expectations of a growing community.

E. All Things Are Possible: The Tool

Thomas provided an overview of a decision-making process and tool presented for the board's consideration, a copy of which was included within the informational materials for the retreat. The tool is intended to be used as a mechanism by which to thoughtfully evaluate ideas, suggestions, requests and opportunities identified by both the board and staff in an equitable and transparent manner.

Detailed board discussion occurred regarding the following aspects of the decision-making process and tool:

- What type of items should go into the queue
 - Items resulting from the Community Vision process would be addressed outside of the tool, as would items on the district's work plan
 - Immediate safety concerns should be delegated to district staff and addressed through the district's normal process
 - Questions, suggestions or concerns relayed by patrons through contact with board members can likely be delegated to district staff for response
- How often items in the queue should be evaluated by the board – quarterly or twice yearly?

Keith Hobson, Director of Business & Facilities; Aisha Panas, Director of Park & Recreation Services; and, Holly Thompson, Communications Director, each walked through a case study sample evaluated by the proposed tool.

- ✓ Detailed board discussion occurred regarding the Registration Time Service Assessment Statement sample case study, specifically about the timing of any public survey on

registration, as well as the need for identifying trade-offs when adding new items. After discussion, the overall board and staff consensus was that this would be an item designated as “Do not proceed” at this time.

Agenda Item #3 – Board Priorities Discussion

F. Priority Themes for 2020/21 Budgeting

Thomas led the board members through a detailed discussion to establish a set of values and priority areas for focus in the development of the district’s FY 2020/21 Budget. The board arrived at consensus agreement on three board values and budget priority areas as follows:

- Board Values
 - Diversity, Equity, Inclusion & Access
 - Sustainability
 - Community Vision
- Budget Priorities
 - Investing in Technology
 - Planning for Future Facility and Trail Needs and Funding Sources
 - Investing in our People

G. Next Steps

General Manager Doug Menke commented that he will share with the board the recap report being prepared by Thomas of this evening’s retreat. In the meantime, district staff will be moving forward into the budget planning process with the direction that was given this evening.

- ✓ Keith Hobson, Director of Business & Facilities, noted that district staff will develop business plans focused on the board’s priority areas for consideration of funding through the district’s budget process. The business plans will then be shared at February’s Mid-year Budget Committee meeting.

President Monteblanco requested that board members submit any items for consideration of being evaluated via the decision-making tool to herself and General Manager Doug Menke who will be responsible for keeping the list. At a future date, the board will then review the entire queue and decide which items should be run through the decision-making tool for further evaluation and board discussion. How long it will take district staff to complete the decision-making tool evaluation process will be determined by the number of items in the queue.

- ✓ Thomas asked for board consensus regarding how often the queue should be reviewed.
 - The board unanimously agreed to review the queue every six months.

Agenda Item #4 – Adjourn

There being no further business, the retreat was adjourned at 8:15 pm.

Felicita Monteblanco, President

Tya Ping, Secretary

Recording Secretary,
Jessica Collins