



Snyderville Basin Special Recreation District
Board Retreat Meeting Minutes
Tuesday, September 26, 2023
Board Room – Trailside Park and
5715 Trailside Drive
Park City, Utah

1 **Board Members in Attendance:** Nate Brown, Ryan Bruce, Ben Castro, Brandi Connolly, Len
2 McGee, Larry Moffitt, and Carrie Westberg.

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4 **Absent:** None.

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6 **Staff Present:** Phares Gines, Director Dana Jones, Brian Kadziel, Justine Kadziel, Ben Liegert,
7 and Matt Wagoner.

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9 **Attending Guests:** None.

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12 The meeting of September 26, 2023, was called to order by Chair Connolly at 4:04 pm.

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15 **PRESENTATION OF 2024 DISTRICT STRATEGIC FOCUS AND KEY INITIATIVES**

16 District Director Jones kicked off the meeting with a staff presentation of strategic plan. She
17 noted that most districts spend a lot of time and money on a plan that collects dust. Basin Rec
18 will not do that. This document will be our daily, monthly, and annual planning and moving
19 forward.

20 As such, Director Jones stated staff is using the Draft Strategic Plan “big moves” to compile
21 2024 plans and budget.

22 Key focus areas of the 2024 strategic plan are:

23 1. Delivering Essential Community Needs

24 a. Potential Silver Creek Village Recreation Bond. Discussion about the timeline
25 occurred, which was noted will be determined following the survey and strategic
26 plan.

27 b. Wrapping up continued

28 i. Fieldhouse front desk: Allow for easier tracking of patrons and security.
29 Will be timed for a lower usage timeframe. Permitting will be required.

30 c. Run-a-Muk Bathroom & Parking: Bathrooms are purchased but will sit over the
31 winter due to county permitting changes. Westberg asked for clarification on why
32 bathrooms won’t be done, Staff commented that that Conditional Use Permits are

33 now required, staff has sought an extension of RAP tax grants. And staff is going
34 back to the planning commission for approvals.

- 35 d. Knoop Turf Assessment: to determine how much life span exists for safety of
36 athletes. Connolly asked how current projects may impact bonding. Jones replied
37 Our message should be good stewards of the bond money to be good stewards of
38 the money. Castro agreed.

39 Castro arrived at 4:16 pm

- 40 2. Supporting Staff & Career Development: 2024, the biggest need is supporting staff with
41 nearly 50 FT employees now. As departments grow, developing more internal
42 communication is key to future success.

- 43 a. Hiring is still an issue, but good news is 2023 had an improved retention rate
44 b. Training Program: SLCC partnership to build a training program for staff
45 c. Will be increasing and prioritizing staff training programs through the admin
46 department that will be managed by admin
47 d. Always focusing on moral and specifically communicating future plans and
48 current activations, communication improvements, as processes are still an issue.
49 e. Outsourcing tasks: Everyday tasks that can be done by outsourcing
50 f. Communication relies on good policy development that will help push more
51 efficient and newer policies. Castro asked about HR Specialist. Jones commented
52 that adding an additional one was important. Chair connoally asked regarding
53 planning and programming, noting that it shouldn't take a year to design and
54 implement effective processes and that staff should prioritize simplified policies
55 that were easy to follow. Castro noted short and concise policies will help to
56 move purchasing and hiring forward because of the complexity of our current
57 policies.

58 District Director Jones handed over presentation to Superintendent Wagoner

- 59 3. Strengthening Community Partnerships

- 60 a. Ranger Supervisor to enhance outreach. Enhanced ranger program will enhance
61 outreach activities and conversations
62 b. Volunteer Program development: will be run internally and is designed to bridge
63 gaps between staff and community. Chair Connolly asked why not just partner with
64 a non-profit partner, Wagoner clarified that it was more efficient to control the
65 message by doing it internally. Bruce asked if they would be training coaches.
66 Staff commented that all departments would be working together. Castro asked
67 if they were morphing rangers into an asset protection and volunteer leader
68 program. Staff replied yes, they would eventually fall under community outreach.

- 69 4. Restructuring Agreements:

- 70 a. Joint Use Agreement is being re-negotiated with stronger roles and
71 responsibilities. Focus on using existing consultants to negotiate strategy with
72 Park City Municipal first. Castro asked if Basin was using county attorneys to
73 build agreements. These agreements at times lack mechanisms for enforcement
74 McGee encouraged a focus on using county attorneys and with SE Group
75 mediating parties to form a short and workable agreements. Staff noted Interlocal
76 agreements, especially between SBSRD and Summit County will be informed
77 through the joint use agreement process. Chair Connolly suggested how we
78 control assets needs to be done in accordance with county attorneys.

79 5. Becoming a Fully Transparent Organization

- 80 a. Rebuild Website for Better Public Information – Yearly reports
- 81 b. Maintenance Schedule – Program
- 82 c. Hire Mechanic – Fleet management plan will be required
- 83 d. Assets and use, joint use agreements, easements – Information on everything that
- 84 we own and manage. We need to take what we are doing and communicate with
- 85 them better.
- 86 e. Castro asked how these initiatives were getting measured. Wagoner said some
- 87 were goal based but they need to develop measurable report.
- 88 f. Connolly asked where the dog park pond liner project was. Jones said due to
- 89 difficult of grant fund uses the project was canceled. Castro encouraged staff to
- 90 provide county manager and RAP committee feedback. Chair Connolly noted that
- 91 failed projects should be a part of transparent public reporting.

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94 **5:49 PM REVIEW AND DISCUSSION OF DRAFT STRATEGIC ACTION PLAN**

95 Review of Strategic plan was led by Castro.

- 96 1. Final Edits from Survey Team have been received
- 97 a. Timeframes: Survey out in October with final draft and plan in December but this
- 98 could seem to be a stretch. Bruce: Trails plan looked to have very little new
- 99 information or progress and that was concerning along with missing appendix
- 100 information around demographics and definition of service areas.
- 101 2. Chair Connolly kicked off discussion of board and staff around a 10 year plan detailed
- 102 review.
- 103 a. Chapter 2, slide 21; District Mission Statement and driving goals
- 104 i. Vision Statement may not be direct enough to show that vision of
- 105 providing opportunities for people in the community. Feedback would be
- 106 to shorten and tighten the statement to be more direct.
- 107 ii. Mission Statement – feedback was very positive
- 108 iii. Principles – Feedback:
- 109 1. Overall – suggest formatting so that the points read as continuation
- 110 from the heading & caution on grammar. There is a good amount
- 111 of redundancy that can be trimmed.
- 112 2. We would benefit from clarification from the team on the elements
- 113 of diversity.
- 114 3. Trail development should be purposeful as opposed to low impact
- 115 and diverse.
- 116 4. Maintaining skilled staff without “sufficient” or at least a better
- 117 phrasing of staffing to levels required.
- 118 5. Providing for skilled users in operational excellence may be
- 119 redundant to other categories. Instead: Operational excellence
- 120 provided to users of skill levels from novices to Olympians
- 121 6. Educational opportunities – add volunteers into this plan
- 122 7. Wagoner– would prefer that the principle be all measurable
- 123 8. Cost Recovery –

- 124 a. Wagoner – reference cost recovery in operational
125 excellence
126 b. This is a strategy to use on fee based programs – where it
127 stands right now. Is this strategy better termed a frame
128 work or a big move on how to review.
129 9. Case Strategy – Size of towns does not necessarily follow to a
130 realistic comparison besides Jackson. Open space management,
131 budgets, and number of trails should be more comparable or at
132 least show a more broad picture of mountain towns larger that are
133 compared. Comps need to literally have a comparable strategy.
134 Numbers may also look incorrect per budget on \$ spent per parks
135 and open space.
136 b. Castro – Asks for updated timeline on version 4 that is more fully complete.
137 c. Trails
138 i. Missing emphasis on the requirements of ebikes, one directional, and
139 hiking only trails.
140 ii. SBSRD terms are different than 10 years plan too
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143 **7:10 PM BOARD DISCUSSION OF 2023 PROGRESS AND 2024 NEEDS**

144 Time for general discussion.

- 145 3. Board commented bonding resources and marketing with public notices – ensure that
146 budget is set for that. What is the overall cost impact to that?
147 i. Plan for marketing will include survey material
148 ii. Staff will need to review requirement of bonding timeline especially with
149 regards to dissemination of public information
150 4. Chair Connolly urges staff to review grant money from state, federal, and visitor funds to
151 cover things like maintenance and ongoing long-term costs or building hi-ute trails.
152 Getting bike share numbers and use from tourism to asphaltting trails or bus ridership
153 numbers

154 At 7:22pm, Chair Connolly called for a motion to adjourn the meeting.
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156 **MOTION:** To adjourn the meeting of September 26, 2023. [WESTBERG/MOFFITT] All in
157 favor: Brown, Bruce, Castro, Chair Connolly, McGee, Moffitt, Westberg. None Opposed.
158 Abstain: None. Motion carries.
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160 Minutes prepared by Ryan Bruce and Brandi Connolly
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162 Clerk/Board Member Approval: 