



**Notice of Regular Meeting of the  
Montrose Recreation District (MRD) Board of Directors  
Thursday, February 22, 2024 at 11:30am  
Montrose Community Recreation Center  
16350 Woodgate Road  
Montrose CO 81401**

**I. Call to Order, Roll Call**

**II. Open Forum:** Call for Public Comment (limit of 3 minutes per person)

**III. Staff Recognition:**

- a. **Introductions:**
- b. **Certifications:** Malachi Moreno - Aquatic Facility Operator (AFO)
- c. **Anniversaries:** Cindy Marino, 15 years; John Wagner, 7 years; Jeremy Master, (5 years) - (January)  
Liz Gracesun, (16 years); Jarrod Zarkis (one year) - (February)
- d. **Awards:**
  - i. Patron of the Quarter – Q4 2023:
  - ii. Volunteer of the Quarter – Q4 2023:
  - iii. PT Staff of the Month: December 2023 and January 2024
  - iv. Core Staff of the Month: December 2023 and January 2024

**IV. Reports**

- a. **Baldrige Regional Park**
- b. **Flex Rec 2023 Year End Summary**

**V. Committee Updates and Assignments**

- a. **Exec. Committee of Board** (Board: Christina, Alli. Staff: Mari, Jeremy)
- b. **Administrative** (Board: Alli, Barb. Staff: Mari, Jeremy, Lisa, Debby)
- c. **Foundation** (Board: Megan, Barb. Staff: Mari, Astro)
- d. **Growth** (Board: Ken, Suzi. Staff: Mari, Jeremy, Justin, Miguel)
- e. **Finance** (Board: Paul, Alli. Staff: Mari, Jeremy)
- f. **MURA** (Board: Alli)

**VI. Executive Director's Update**

**VII. Approval of BOD Meeting Minutes**

- a. Regular Meeting of the Board 01.25.2024

**VIII. Adjourn**

**Next BOD Regular Meeting & Budget Hearing  
March 28 at 11:30am  
CRC 16350 Woodgate Road  
Montrose, CO 81401**



## **FORMAL REPORT to Board of Directors through the Growth Committee: Baldrige Regional Park Master Plan**

February 13, 2024

Project Leader: Mari Steinbach, Executive Director  
[mari@montroserec.com](mailto:mari@montroserec.com) 970.497.8569

Project Management Team: BerryDunn: Rich Neumann, Jason Genck; Lose Design, Bram; ETC Institute  
City of Montrose: Dan Payne, Jim Scheid, Chris Ottinger; MRD: Mari Steinbach

### Capital Improvement Projects 2024

Budget:	\$60,000
Expenses to date:	\$0

### Overview:

**The** Project Team kickoff was held on Tuesday, January 30 with the project team members from City and MRD and BerryDunn. BerryDunn brings an all-Colorado (Front Range) team of experts. Full notes on the kickoff meeting have been shared with Growth Committee members via the use of a Google shared file into which future activities will also be loaded. While most of the work will be conducted with the project team and project meetings scheduled every two weeks, there will be benchmark activities for community, staff and Board engagement, with check in reports and activities specifically with the Growth Committee. The Master Plan project is intended to be a 9-month project to wrap in October, in time for 2025 budget and ballot issues inclusion.

The first of the bi-weekly project meetings kicked off on February 13. These meetings are scheduled for ½ hour, via Zoom. Status: all information request items have been loaded into the SharePoint. These include Master Plans, including the 1996 BRP MP, the MRD Comprehensive Master Plan, organizational charts, list of project outcome needs, and photos. A brand for the marketing materials is being identified: leading slogan as of today is “Boldly Baldrige.” Community public kickoff event, when the BerryDunn project team comes to town, is scheduled for the week of March 26<sup>th</sup> – 28<sup>th</sup>. MRD has requested a specific project check in with Growth Committee, internal staff, elected, and stakeholders, as well as to have BerryDunn present to the BOD at its regular meeting.

Also, a “First 90 Days Plan” is in draft and will be reviewed and enhanced by the project team by March 1. Also, the social pinpoint for internal engagement, external site for public engagement and linking are in draft; as is the statistically valid survey as being prepared by ETC.

# **FLEXREC** Year One

The Rec District's newest facility Flex Rec opened on February 3, 2023 after some significant construction delays. These delays had a negative impact on the rollout due to not being able to capture the typical new year's fitness push. The facility is still figuring out how to best serve the community.

## **Successes**

Flex Rec has had the most success by collaborating with other organizations to run events & programs. Instances include teaming up with youth sports groups to conduct strength and conditioning classes tailored for football and baseball. Other noteworthy partnerships involve the coordination of a block party with various Colorado Outdoors businesses, attracting over 500 participants. Another successful event was Stoke Night, held in collaboration with the Montrose Uncompahgre Trails group.

## **Weehawken**

MRD's partnership with Weehawken Creative Arts has led to a slate of Aerial Arts classes at Flex Rec. The highest volume of participants occurs in the colder months. To date Weehawken has had 130 class participants ranging in ages from 5 years old to over 60. The average monthly revenue to MRD has been \$620.

## **Movement Medicine**

Owner and instructor Don Funke has been a fixture at Flex from nearly the beginning. Don provides custom designed fitness plan and bodywork in his leased office space and through out the facility. Don's ability to connect with clients and dedication to the idea Flex Rec is evident. Average monthly revenue from has been \$260 per month.

## **Challenges**

Throughout the initial year of Flex Rec, challenges have prominently shaped the narrative. Memberships and day pass sales have consistently far fallen short of projections, prompting multiple modifications to pass structure and fees. On average, the facility registers seven visits per day. This limited community involvement has posed challenging work environment for staff. Additionally, securing instructors for fitness classes has proven to be a persistent challenge. Promoting a fitness facility has been particularly difficult in a saturated market, compounded by the concurrent openings of two similar fitness establishments, Hotworx and Critical Fitness, on the north side of Montrose within a six-month span.

## **Marketing & Promo**

An area of particular focus for staff has been marketing the Flex Rec. From developing the brand, logo and all marketing materials staff has gotten outside their areas of expertise to get by. Not having professional marketing guidance has affected MRD's ability to get the word out to enough people to build the client base. Staff is looking forward to using the services of "The Creative Department" to build interest in Flex Rec.

# FLEX REC Year One

## By the Numbers

### Memberships & Visits

- 61 Members as of Feb. 1, 2023
- 2414 total visits for 7 visits per day
- 35 people account for 90% of daily visits
- Flex visits account for 0.75% of MRDs daily visits & 0.79% of memberships

### Program Participation

- 1776 participants in rentals, programs, classes & events
- 3674 total contacts
- 42 unique programs & events

### Cost Recovery

- Yearly cost recovery is 25% vs expected 60%
- Contacts were subsidized at \$20 eac
- 6% of MRD's direct expenses
- 2% of MRD's direct revenues



### Adapt & Adjust

Staff has done an admirable job of both minimizing expenses and adjusting pass structures and fees in effort to increase cost recovery and memberships.



### Major Partners

Weehawken Creative Arts and Movement Medicine brought in 25% of the overall revenues furthering the proof that partnerships have been Flex Rec's biggest success.



### Special Events & Unique Programs

Unique programs & events have seen success including Weehawken's aerial arts classes, sport specific training, wellness fair, movie night, rock & roll tot program, Vista school PE classes & Enduro moto training.

## Budget

Revenues	2023 Actual	2023 Budgeted
DONATIONS	\$1,000	\$ -
FACILITY RENTAL	\$2,400	\$6,000
GENERAL ADMISSION	\$1,000	\$24,960
ANNUAL PASSES	\$15,000	\$51,900
PUNCH CARDS	\$1,500	\$3,840
PERSONAL TRAINING	\$4,770	\$8,000
REC PROGRAMS	\$14,865	\$30,360
<b>FLEX REC REVENUE TOTAL</b>	<b>\$40,983</b>	<b>\$125,060</b>

Expenses	2023 Amended	2023 Budgeted
INSTRUCTORS- NON COMMISSIONED	\$9,700	\$49,180
PERSONAL TRAINER	\$ -	\$5,600
INSTRUCTORS- COMMISSIONED	\$800	\$5,600
MAINTENANCE CUSTODIAN	\$7,338	\$11,528
GYM/FACILITY SUPERVISOR	\$ -	\$18,000
BUILDING RENTAL	\$100,159	\$78,319
COPIER COMPUTER	\$100	\$ -
OFFICE SUPPLY	\$500	\$1,200
TRAINING & TRAVEL	\$237	\$ -
SOFTWARE TECHNICAL SUPPORT	\$4,000	\$3,600
NATURAL GAS	\$3,900	\$ -
ELECTRICITY	\$4,000	\$ -
TELEPHONE	\$ -	\$2,400
UNIFORMS	\$ -	\$1,250
SECURITY	\$1,500	\$2,604
PROGRAM SUPPLIES	\$3,000	\$3,840
MAINTENANCE REPAIRS	\$27	\$1,000
MAINTENANCE SUPPLIES	\$3,300	\$5,819
PROGRAM EQUIPMENT	\$1,700	\$2,500
ADVERTISING	\$3,927	\$1,700
SAFETY	\$220	\$ -
SPECIAL EVENT EXPENSE	\$2,737	\$3,000
PROMOTIONAL ITEMS	\$762	\$525
SIGNAGE	\$750	\$500
FURNITURE/EQUIPMENT	\$2,178	\$ -
FACILITY REPAIR & DEVELOPMENT	\$10,587	\$ -
OPERATING CAPITAL EQUIPMENT	\$7,100	\$ -
<b>FLEX REC EXPENSE TOTAL</b>	<b>\$160,622</b>	<b>\$198,165</b>

## EXECUTIVE DIRECTOR'S REPORT, February, 2024

### Finance

**January 19<sup>th</sup>** ED Steinbach filed the Employee Retention Credits resulting from the Federal Refund Claim allowances due to the Covid-19 pandemic relief package. Dalby Wendland Co. prepared the adjusted tax filings for us and the grand total from 2020 and 2021 credits summed to **\$574,390.28**. We'll pay the DWC invoices when received, and the BOD will discuss the appropriation once received; we currently do not know the IRS timeline for issuing the refund.

**Sales and Use Tax** reporting was updated at the first of 2024 and while collections in November 2023 fell 6.9% (\$15,470) from that collected for the same month 2022, Year to date through November, 2023, however, Sales & Use Tax receipts are within \$200,184 and 6.8% variance from the amended 2023 budget, which had been projected to grow \$300,000 over 2022.

Budget details for 2024 have been provided to the City so that they can input our data into their finance platform to generate accurate monthly budgeting reports in 2024.

### Human Resources

Onboarding will occur for at least 2 full time staff members in February. Division heads have developed outlines, checklists, and basic training materials for the full-time onboarding process, and are working on those same types of details for part time onboarding. This is an extensive project that will take the full year to more fully build, and good progress is occurring.

### Special Projects – Open and underway

Justin, Jeremy, Liz and Suzi finalized the Marlins agreement and submitted it to the Marlins board for review and discussion, and met with them the week of February 12<sup>th</sup>.

#### Field House RFP

From Justin: the RFP went back out with proposals due February 15<sup>th</sup>, with two proposals received. Those are under review through the end of the month. Justin is project manager.

#### Baldrige Regional Park

From Mari: please see the formal report under separate cover in this month's packet.

### Division Reports

#### Admin

Mari is running for a board seat on Montrose Economic Development Corporation, election results will be announced at the MEDC annual meeting on March 7<sup>th</sup>.

During the final week of January, MRD staff Mari, Jeremy, Justin, Miguel met with key parks, planning and City Management staff on what we've agreed will be quarterly events to discuss larger, big-picture items. Those defined items are Trails, Open Space, Grants, Events, and Parks Planning. Good productive and collaborative discussion marked this first meeting, and we're confident will lead to even stronger commitment to and action around collaboration. The next meeting is February 27<sup>th</sup> and discussion will be Trails & Connectivity. We're reviewing the City's Comprehensive Plan and the Trails Plan.

Small Group staff roundtable discussions continued during March, with focus on strategic plan, general work plans, and general open dialogue.

A team of 5 staff members (Justin, Lisa, Melissa, Astro and Debby) worked for several hours at the Green House on February 15 to purge all old paper records. The official Records Policy was followed to ensure compliance. A shredding company has been contacted and paid and will pick up all shredding in the next couple of weeks. All Coordinators and staff have been encouraged to go through their own paper records to ensure compliance and have been invited to add their shredding.

Records that we kept will be locked and inaccessible to anyone but staff who have been issued a key.

This project not only will ensure compliance, but will protect staff and other records from potential fraud.

## Parks & Maintenance – Miguel

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- Jeremy and Miguel are developing a project tracking system for all projects throughout the organization. Includes status, priority, start/end dates, duration of project, assignee, gantt charts, etc.
- The maintenance team is working to correct ADA deficiencies throughout all facilities which include the following:
  - Corrective action of all deficiencies
  - Documenting corrective actions on Microsoft Access
  - Planning, scheduling and assigning work orders
  - Planning & scheduling of ADA expenses for 2024
- Jessica Workman (Custodial Leader) and Miguel are researching energy and sustainability efforts which include the possibility of an audit on building performance. Efforts include the following:
  - Reaching out to organizations that have completed energy audits in the past 3-years and if they could provide data of what was received with the audit, project goals, project benefits, project schedule, and energy savings realized.
  - Establish a Sustainability Plan for the next 5-10 years that aligns with CAPRA efforts
  - Propose building performance audit for the MCRC at the end of February.
- Miguel and Jeremy have completed, reviewed and posted RFP's for the following maintenance projects:
  - Indoor Facilities - Competitive Drop Slide Restoration RFP 24-2, proposal submittal 2/09/2024
  - Indoor Facilities- Wood Floor Services RFP 24-3, proposal submittal 02/16/2024
  - Indoor Facilities – Tile, Grout, and Sealant Repair and Replacement RFP 24-4, proposal submittal 03/08/2024
- The Maintenance Team has been working on Wifi improvements for the MCRC which include the following:
  - City IT will install 6 updated access points throughout the facility that will provide 4x higher performance and efficiency than MRD's current WiFi.
  - New workstations have been installed in the shipping receiving area for maintenance. This will help improve maintenance efficiency and effectiveness with job duties. Wireless computer stations will be installed at the end of the month. **Total cost for project \$2,500**
- The Maintenance Team is working with Justin to improve surveillance throughout all facilities which include the following:
  - Conduct an assessment of current infrastructure
  - Develop a strategic plan for the next 3-5 years
  - Update security cameras, servers, etc.

- Maintenance Supervisors and Miguel are working together to complete CAPRA standards for Park and Facility Maintenance. This includes the following:
  - Update policies and procedures
  - Establish PM schedules
  - Create checklists

Page | 3 Work is currently 75% complete, with policies and procedures completed, now trying to finish developing checklists for PM schedules. Maintenance is using a new feature on upkeep that includes an AI checklist generator. The feature is saving staff time compared to manually inputting checklists, it is very accurate, and improves our efficiency in completing this work sooner.

- Maintenance Techs and supervisors continue their growth and development with facilities maintenance, supervisors are tasked with continuous training for all maintenance technicians.
- The maintenance team is currently reviewing applications for the Park Maintenance Technician position, interviews are set for 02/01/2024.

## **Recreation Services - Justin**

### **Recreation Facilities – Justin**

- The CRC had another busy January averaging more than 1000 paid visits per day, matching last year's average of 87 paid visits per hour. There were also a lot of youth and adult basketball leagues and MHS & Marlin swimmers using the facility who are not counted in the paid visits.
- The basketball courts have been busier than normal to start the year especially on weekends and no school days. It is great to see so many youth and families using the facility.
- The flip side of a very busy month with lots of kids is that we have had a number of suspensions in January for relatively serious incidents. Our list of suspended individuals has expanded quite a bit to start the year. Fortunately all of the parents involved have been supportive of the suspensions given to their kids. Staff have done a good job of dealing with incidents and found those responsible in all cases. There have also been some learning lessons in how to handle situations like these.
- The field house has been fully activated in January with youth and adult soccer leagues Sunday thru Wednesday. Thursdays have been full of lax, Fridays with youth baseball, and Saturdays with birthday parties.
- We have hired 4 new customer service representatives who are in the middle of training. They should be ready to fully integrate into the front desk by mid-February.
  - FLEX REC -
- In January we had 54 unique fitness users for 303 total visits (238 patron visits + 65 staff visits).
- The Holistic Wellness Event was a success with more than 40 people in attendance on Sunday, January 28.
- Pre registered fitness programs have seen good enrollments at Flex to start the year: Enduro Fitness (12 participants) and Youth Strength (13 participants)

## Recreation Programs - Justin

### Adults – Matt

January always starts off with a bang as we start indoor soccer and our 5v5 basketball leagues. This year both leagues have the highest participation in history. We currently have 18 teams playing 5v5 basketball, last year we only had 12. Indoor soccer's men division has 12 teams, topping last Fall's 11 and we continue to grow the coed and women's division. The goal is to soon have enough women participants to have a full field league instead of our current 4v4 league.

Jarrod and I are also busy live streaming games at both facilities on our Facebook pages so that families and others can watch without being in the facility. This is especially helpful for soccer as we have teams from Grand Junction, Gunnison and Ridgway. Livestreaming the games also helps with officials training as we go back and can watch games and help officials with any issues that may come up in games. It has also allowed me to be able to email and respond well to participants who may feel that the officials are not doing their job and complain about the game.

We are also busy planning for the upcoming Spring seasons that will take us to the volleyball courts and outdoor fields. With the eventual hiring of an additional parks full time employee it will allow us to spend more time programming and less time maintaining the fields.

Overall, the year is off to a fun and busy start.

### Aquatics – Liz

Aquatics started 2024 with over 10,770 check-ins from various user groups. We were able to handle extra holiday crowds with the help of 3 guards who were here on holiday break, and eager to work. There were over 7,500 open swim participants, and 660 water fitness participants in our 6 class offerings. A Friday morning class was added to help alleviate overcrowding in our 8 am Aqua Aerobics class. In addition, a First Aid/CPR class was held which included MRD employees, Foster Care parents, Day care workers, and a certified counselor. Two Montrose High School meets were held - hosting 7 different league teams. The two-day Winter Montrose Marlin meet was also held with 138 athletes attending from Montrose, Grand Junction, Aspen, Sopris and Delta. At one point, there were over 360 spectators on deck; this number did not include swimmers in the pool. We opened up the Leisure pool to everyone at 11:00 am, and sold 385 day use wristbands to visiting athletes.

### Enrichment – Miller

Enrichment programs continued on their same path for the start of Q3. The Field House After School program had an average attendance of 43 kids each day (50 kids are enrolled), so it has been a very busy time for Field House staff. Due to some early behavior issues staffing roles and daily procedures have been changed so that these can be addressed.

The Middle School program held steady with 9 total kids enrolled, and outreach has continued to hopefully promote more enrollments for the next quarter. Snacks are now being provided by Sharing Ministries, which allows funds to be moved towards crafts, activities, and field trips for the kids. We are working on partnerships with community organizations to provide some more interactive activities for the kids. With the recent nice weather the program leaders have taken the kids to Riverbottom and Holly Parks several times, which the kids love!

Preparation for summer continues. Staff from the previous summer have been contacted about returning, and we are waiting to hear from several of them. We have been approved to use Columbine Middle School, so we will be able to take 110-120 students ages 6-14 again.



## Fitness / Outdoor Recreation – John

January was a good month for new fitness programs and continuing fitness programs. We brought back Women's self-defense classes to the CRC and had 18 out of 20 participants (2 canceled the day of or we would have had full registration).

Page | Lance's parkour classes were both full for young kid's parkour and kid's parkour. Etienne Tolno had 12 participants register for West African Dance and another 6 participants joined his West African Drumming class. Gene and John resumed offering the Vista Charter School PE class at Flex Rec and Don Funke's Enduro/Mountain Bike fitness class at Flex Rec filled up with 12 participants. Don also had five participants register for and attend a four week pickleball fitness class at Flex Rec.

Our outdoor recreation planning group met and came up with numerous ideas for late spring and summer outdoor activities that will be in the next Activity Guide. We also submitted payment for our new cardio equipment, which is expected to arrive at the CRC in the middle of March.

**HUGE KUDOS to John and Gene** for their exemplary work on the old equipment auction, which generated nearly 4x the revenue than the fitness equipment company offered us to take it back. Serving our community so well!

## Youth – Abby

We started youth basketball and indoor soccer (winter seasons) as soon as the kids were off winter break and back in school. We have 6, 5-6th grade boys teams, 3, 5-6th grade girls teams, 4, 7-8th grade teams and 8 high school teams! We have never had this many high school kids sign up (60 kids total).

We also ran the CAPRA Nuggets Basketball skills challenge in January, which is a free event that kids can sign up for and test their basketball skills! Based on their scores they can qualify and go to a sectional event (which is happening this month in Colorado Springs) and from there they can go to the State Finals! We had a decent turn out for this and it was a great opportunity for the basketball kids to test their shooting, passing and dribbling skills!

We also ran another session of Biddee Basketball (5 year olds) and a 1-2nd grade basketball clinic that were completely full, definitely filling a need for young kids to start playing basketball!

All while basketball programs were in full swing we also had indoor soccer going on over at the field house on weeknights. We have 1-2nd graders and 3-4th graders playing indoor games over there! Indoor soccer atmosphere is way more laid back and focused on player development and having fun in the off season! We are seeing great turnouts for both club soccer players and our rec players mixing and creating a great environment.

**Data, Grants and Evaluation – Astro**

The 2023 MRD Analytics was updated and finalized for the year. Attempting to PDF info separately for this report.

- FFAM at 101 individuals with very low income receiving annual CRC memberships
- Spent: \$7,236
- Committed (to current FFAM pass holders so they finish their year long membership): \$7,959
- **Total:** \$15,195 spent or committed out of \$20,000 in total funding
- Apx 4 households before waitlist
- Waiting on a response to one outstanding grant and seeking funding from Colorado Health Foundation
- General Fee Assistance: 24 disbursements totalling \$960. **Data:**

Broke unique patrons data down to recreation programs and facilities

- **Facility**

Age		MRD participation	District demographic
0-17	2753	20.39410327	22%
18-34	2063	15.28261353	18%
35-54	2910	21.55715238	23%
55-74	4198	31.0985999	27%
75+	1575	11.66753093	10%
	13499	100%	100%
Gender		MRD participation	District demographic
Male	5984	44.37%	49.70%
Female	7498	55.59%	50.30%
non-binary	5	0.03%	
	13487	99.99%	100.00%

- **Program**

Age		MRD Participation	District demographic
0-17	1995	57.13058419	22%
18-34	566	16.20847652	18%
35-54	362	10.36655212	23%
55-74	381	10.91065292	27%
75+	187	5.356631338	10%
	3491	99.97289709	100%
Gender		MRD Participation	District demographic
Male	1942	55.61%	49.70%
Female	1550	44.39%	50.30%
non-binary	0	0.00%	
	3492	100.00%	100.00%

- Worked with ED to compile and submit NRPA Metrics for annual submittal; will result in NRPA research team presenting annual report on findings on all participating parks and recreation agencies.

January Metrics:

\*Passes Held: 7,425 in January up from 7,338 in December 2023; 13% less increase between these months than between Dec 2022 to Jan 2023, but compared to 6,514 in January of 2023.

\*Avg Weekly Revenue Day Pass: \$6,286 in January 2024 \$6,502 in December 2023; this is a 83% less decrease between these months than between Dec 2022 to Jan 2023

\*Weekly visits 36,462 in January of 202 up from: \$24,307 in December 2023; compared to 37,386 in January of 2023.

\*People per hour: 87 in January 2024 up from 75.8 in December 2023; compared to a 20 person per hour increase between December 2022 and Jan 2023.

\*Child Watch Visits 427 in January 2024 up from 292 in December 2023; compared to 388 visits in January 2023

\*Childwatch Annual passes: 66 in January 2024 up from 62 in December 2023; compared to 73 in January of 2023.

\*Climber certifications: 283 in January 2024 up from 272 in December 2023; compared to 163 in January 2023.

\*CRC rental: \$4,488 in January up from \$1,697 in December 2023; up from \$2,265 in January of 2023.

\*FH rental: \$3,012 in January 2024 compared to \$5,246 in December 2023; compared to \$1,969 in January of 2023.

## Summary:

All results on trends between months and overall continue growth and near records. Another all time high for certified climbers. However one anomaly is Child watch passes are down from last year and appear to generally not rising at the same rate as other facility usage is growing.

## Outreach:

- Working with Friends of Youth and Nature for MRD to support the first annual Kidsfest in May at Riverbottom Park.
- Block Party with MADA: bi-weekly planning meetings continue for this event. Secret Creek allows their property to be used again.
- OVORG outdoor rec collaborative meetings: highest attendance yet; next meeting will focus on shared outcome collecting
- Senior Planet: continued planning to implement Senior Planet technology training program at the Senior Center by the end of the year.
- TRY: attended TRY meeting and distributed outdoor recreation programming to attending agencies in follow up; resulted in several kids signing up for MRD programs.
- MRD and Nature Connection: worked with Nature Connection ED to explore potential of Nature Connection expansion in Montrose.

## Grants:

- Met with Colorado Health Foundation program officer to discuss funding opportunities; followed up pursuing funding for FFAM
- Worked with Maintenance Superintendent on medium term planning around Energy upgrades, including exploring the Tax Credit and Public Building Electrification programs
- El Pomar grant report Submitted
- Coordinated Climbing Rescue Class at CRC as Weehaken fundraiser; resulted in \$2,000 raised for Arial scholarships at Flex Rec

## Other:

- Annual Report: completed draft of annual report; final draft to be completed by the end of February and report printed in March.

## 50+ Report – January 2024

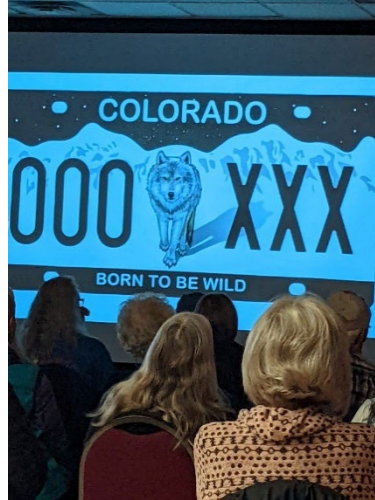
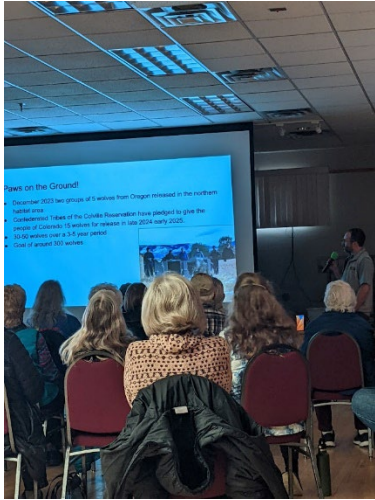
Cindy Marino

### Educational Lecture Series

Ryan Sedgeley, Southern Rockies Representative Endangered Species Coalition presented on the Colorado Gray Wolf Reintroduction. There were 59 attendees.

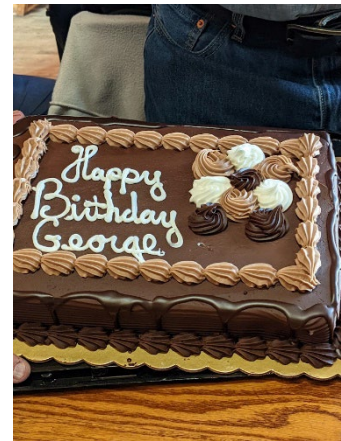
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### First Day Hike

We took a guided hike on New Year's Day at Ridgway State Park. We had 14 hikers plus two injured hikers who joined us for lunch at the True Grit. We celebrated the birthday of one of our regular attendees.



### Line Dancing

Our line dancing program is expanding. The instructors are offering a beginners class along with 4 other time options to accommodate the dancers. They are offering line dancing on Monday afternoon and Tuesday morning.

### New Modern Square Dancing Class

An instructor from the Black Canyon Twirlers is offering a square dancing class at the Senior Center. There are 10 students with along with a few volunteer dancers who are assisting the instructor. The class runs once a week through April 15.

### January Trips

We spent the day in downtown Grand Junction shopping and dining and viewing the street art. We had a night out at Phelanies speakeasy with 16 attendees. We took our first snowing trip of the season on Grand Mesa and took at group to enjoy the music at Pea Green Saturday Night.

### **Premier World Discovery Tours**

There are currently 11 people registered for the *Alaska: Call of the Wild* Tour in June. There are 3 people registered for the *New York City Holiday Tour* in December and 3 people are considering the Greece tour in October. I will be working on arranging 2025 tours with Premier World Discovery soon.

### **Think 360 Arts – Next50 Grant**

Think360 Arts is a Denver based 501©3 nonprofit organization who serves communities through direct services and creative experiences. Their Next50 Grant funds will provide the Senior Center with a ceramics instructor. Participants will mold a piece out of clay, paint it, and fire it in the Senior Center kiln. The class is free to participants. The grant will pay for the instructor and for materials. Since COVID, this group has seen the need to provide services in western Colorado in addition to the Front Range.

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**End**





# SUMMER SEASONAL HIRING REPORT



NATIONAL RECREATION  
AND PARK ASSOCIATION



Staff pose with performers at a community event in Goose Creek, South Carolina. Photo courtesy of City of Goose Creek (South Carolina) Recreation Department



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PHOTO COURTESY OF VILLAGE OF COTTAGE GROVE (WISCONSIN)  
PARKS AND RECREATION



Children play at a splash pad in Cottage Grove, Wisconsin.

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**19** ACKNOWLEDGEMENTS

**19** ABOUT NRPA



Children participate in a coloring activity in Fredericksburg, Virginia.

PHOTO COURTESY OF FREDERICKSBURG (VIRGINIA) PARKS AND RECREATION

# INTRODUCTION

**The park and recreation summer seasonal workforce is essential in ensuring the seamless operation and sustained dependability of programming and outdoor spaces during the summer months. These dedicated individuals form the backbone of a dynamic workforce that makes certain the demands of a community’s recreation activities and other needs are met.**

Ranging from maintenance and landscaping to organizing events and facilitating engagement and programming for all ages, temporary employees are a necessity for park and recreation agencies and users alike. The significance of a well-equipped and well-trained seasonal workforce becomes particularly clear in the summer when an influx of visitors converges upon parks, and parents look to their local park and recreation agency for youth activities while school is not in session. The summer seasonal workforce is instrumental in creating memorable and enjoyable experiences for all members of a community. Indeed, many park and recreation agencies would not be able to meet

their communities’ needs during this busy time without temporary employees.

However, recruiting and retaining a summer seasonal workforce often has challenges. To find out what those challenges are — and how park and recreation professionals address those challenges — in September 2023, the Research team of the National Recreation and Park Association (NRPA) sent a 22-question survey to park and recreation agency directors. The survey asked participants about their experiences with summer seasonal hiring specific to 2023. The survey generated 322 responses, the data from which are the basis of this report.

# SUMMER SEASONAL HIRING REPORT: KEY FINDINGS

**97%** of park and recreation agencies hired summer seasonal staff in 2023



The **top three** summer seasonal positions in parks and recreation were:

- Summer camp staff (79%)
- Lifeguards (66%)
- Maintenance (63%)

**73%** of agencies partnered with local schools to recruit summer seasonal staff



**9 in 10** park and recreation agencies experienced challenges in hiring and/or retaining summer seasonal staff

**Top challenges** to hiring summer seasonal staff included:

- Individuals unable to work for the entire season
- Agencies unable to match/exceed wages paid by other employers



**56%** of agencies diverted permanent full-time staff from their day-to-day responsibilities to cover unfilled seasonal responsibilities

Most park and recreation agencies aim to begin recruiting/hiring summer **seasonal staff** by February





Children splash in water fountains outdoors in Henderson, Kentucky.

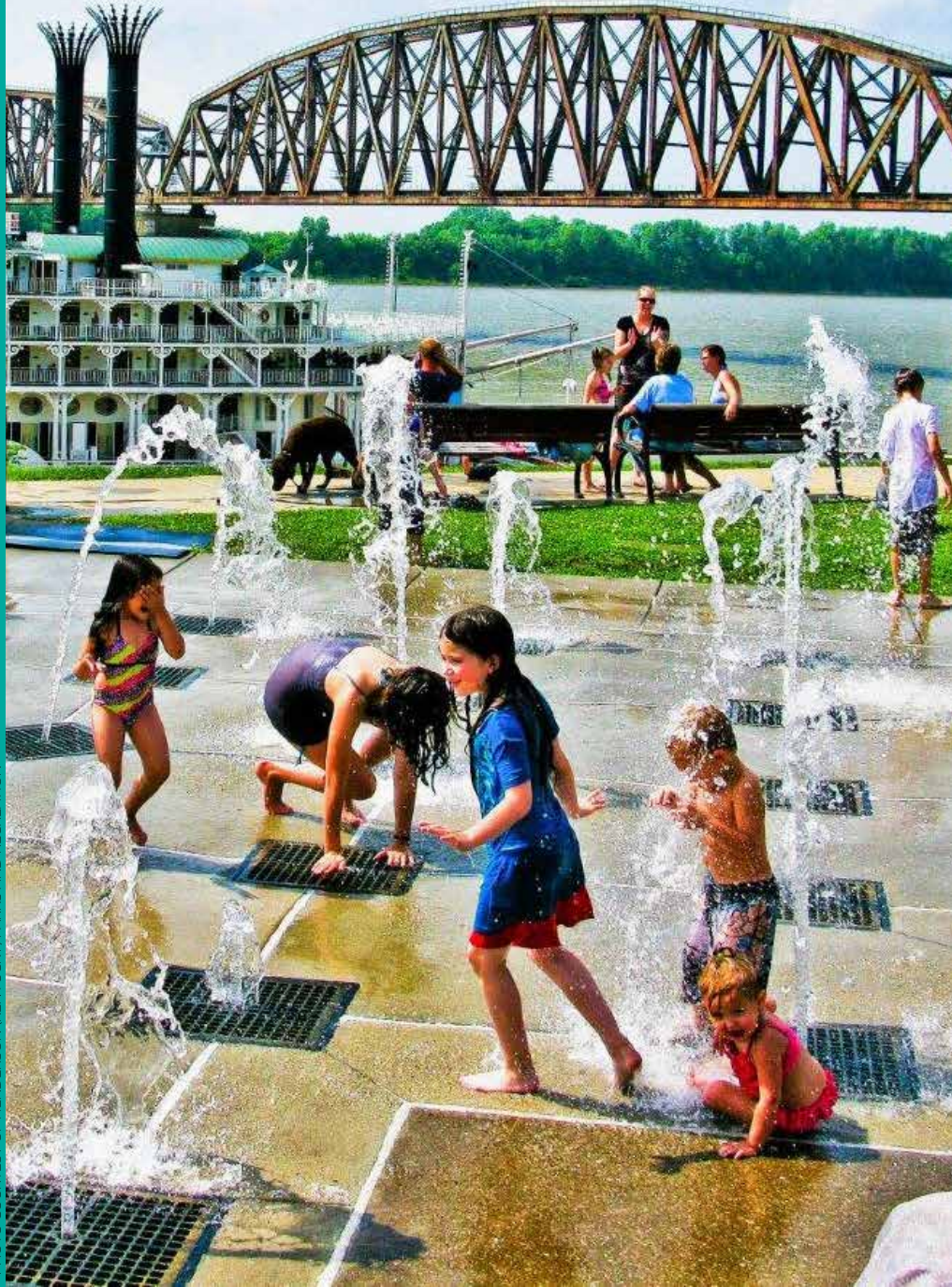


PHOTO COURTESY OF HENDERSON (KENTUCKY) PARKS AND RECREATION

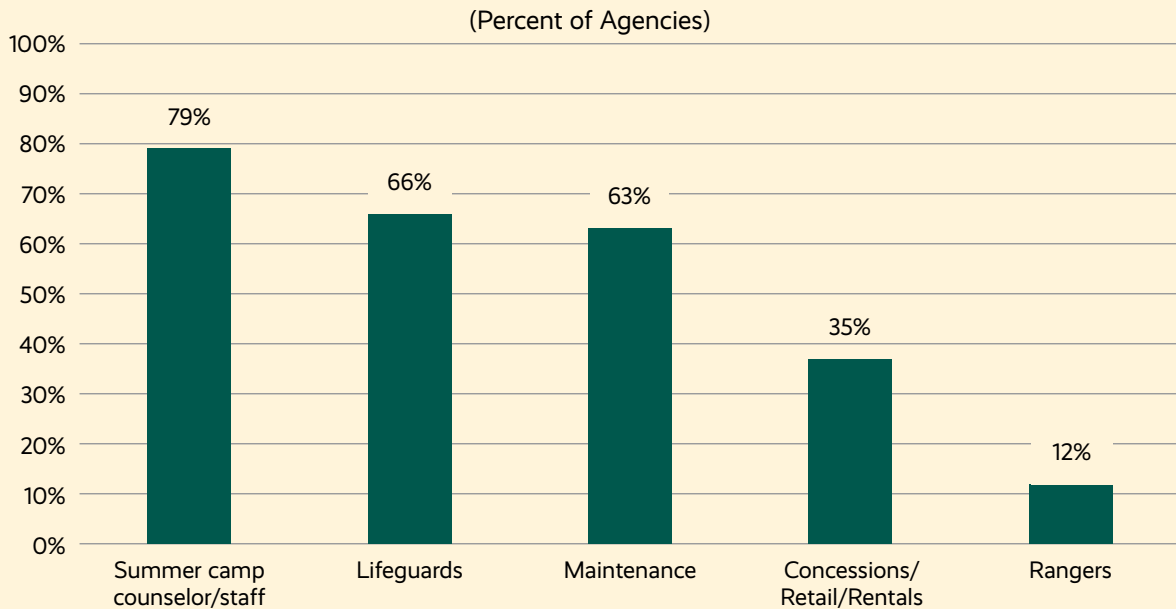
## KEY FINDINGS

**Nearly all (97 percent) park and recreation agencies hired summer seasonal employees in 2023 to assist with increased summer attendance, programming and other activities. Summer camp counselors and staff were the most sought-after summer seasonal employees at all agencies, regardless of the population those agencies serve.**

Two in three park and recreation agencies sought lifeguards as summer seasonal workers, with nearly as many agencies (63 percent) employing additional maintenance workers for the duration of the summer. Summer seasonal concession,

retail and rental hiring occurred at 35 percent of park and recreation facilities, while 12 percent of agencies employed additional rangers during this time. Other summer seasonal positions included athletics, event, recreation, gate and desk staff.

## Most Frequent Summer Park and Recreation Jobs Are Summer Camp Counselors, Lifeguards and Maintenance Crew Members



The typical park and recreation agency budgeted 10,150 hours for its summer seasonal staff in 2023, but this number was significantly higher at agencies that serve larger jurisdictions. Agencies serving a population of less than 20,000 residents budgeted 6,500 summer seasonal

hours; those in jurisdictions of between 50,000 and 99,999 residents budgeted 19,560 summer seasonal hours; and the agencies serving a population of more than 250,000 residents had a typical summer seasonal workforce budget of 100,000 hours.

### Park and Recreation Agencies' Summer Seasonal Staff Budgeted Hours – 2023

(by Jurisdiction Population)

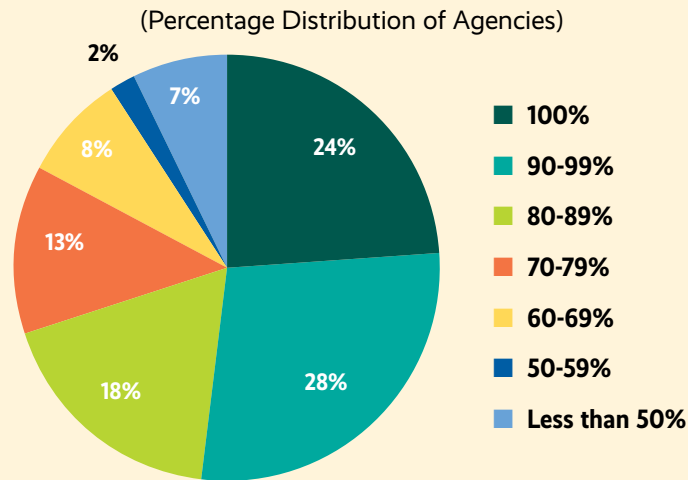
	All	Less Than 20,000	20,000 to 49,999	50,000 to 99,999	100,000 to 250,000	More Than 250,000
<b>Median Number of Hours</b>	10,150	6,500	9,600	19,560	22,800	100,000

More than half of park and recreation agencies employed a sufficient number of workers to cover at least 90 percent of their 2023 budgeted summer seasonal hours. Specifically, 24 percent of park and recreation agencies successfully hired all summer seasonal staff for which they budgeted, while 28 percent filled between 90 and 99 percent of their budgeted targets. Three in 10 agencies hired between 70 and 89 percent of those budgeted seasonal employees, while another one in 10 park and recreation agencies hired between 50 and 69 percent of the seasonal staff. Seven percent of park and recreation agencies failed to meet half of their summer seasonal employee targets in 2023.

Park and recreation agencies serving communities of less than 50,000 residents were more likely than their peers serving larger jurisdictions to be successful in fully meeting their summer seasonal workforce hiring targets. Thirty-three percent of agencies serving less than 20,000 residents and 29 percent of those serving populations between 20,000 and 49,999 successfully hired all budgeted summer seasonal staff; 13 percent of agencies serving 50,000 to 99,999 residents and 23 percent of agencies serving 100,000 to 250,000 residents hired a full summer seasonal staff. No park and recreation agencies serving a population of more than 250,000 reported a 100 percent success rate in their summer seasonal hiring.



# More Than Half of Park and Recreation Agencies Successfully Hired Most or All of Their Budgeted Seasonal Workforce



The inability to hire sufficient numbers of workers for the summer caused a ripple effect felt by both agency staff and the public. Six in seven park and recreation agencies needed to take actions to cover a shortfall in seasonal staff in the summer of 2023. Fifty-six percent of agencies diverted permanent full-time staff from their day-to-day responsibilities to cover unfilled seasonal hours. A third of park and recreation agencies increased the hours of their permanent part-time staff to cover seasonal staff shortages.

Agencies serving a population of 50,000 to 250,000 residents were most likely to have used permanent full-time staff to cover unfilled seasonal hours. Sixty-four percent of

respondents from agencies in jurisdictions of 50,000 to 99,999 residents and 70 percent of those from agencies serving 100,000 to 250,000 residents reported using permanent full-time staff to cover unfilled seasonal hours as the most common action taken at their agencies.

Agencies also reduced services in response to unfilled hours. Thirty percent of park and recreation agencies reduced hours at their pools/aquatics centers. Twenty-eight percent capped enrollment in summer camps below their typical levels, while one in four reduced the number of programs offered during the summer of 2023.

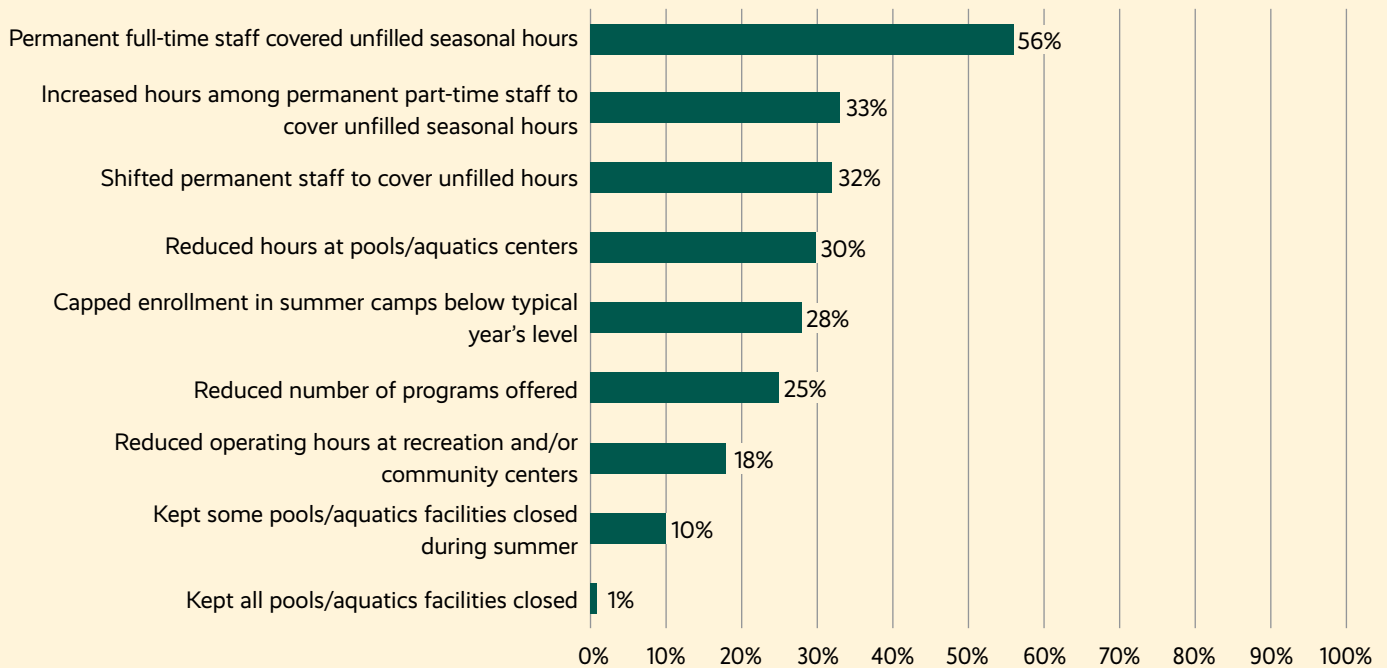


PHOTO COURTESY OF CITY OF TYLER (TEXAS) PARKS AND RECREATION

People paint a mural on an outdoor building in Tyler, Texas.

# Six in Seven Park and Recreation Agencies Took Actions as a Result of a Shortfall in Seasonal Staff in Summer 2023

(Percent of Agencies)



Recruitment of seasonal workers spans many months. Most agencies start recruitment at the beginning of the calendar year and strive to have staff in place by late spring. Eight percent of agencies target as early as March to have summer seasonal workers in place. More than a third set their target for April and nearly half attempt to wrap up the hiring of their seasonal workforce in May. Less than one in 10 agencies set June as their deadline for completing their summer seasonal workforce hiring.

Planning for the next summer's seasonal hiring typically begins during the previous winter. While most agencies wait until at least January to begin their summer seasonal hiring in earnest, six percent plan to begin before the start of the new year. One in five agencies starts the summer seasonal hiring process in January, 29 percent do so in February and 32 percent do so in March. Over a third of agencies begin the earnest search for summer seasonal employees in April, May or later.

PHOTO COURTESY OF SAN DIEGO COUNTY PARKS AND RECREATION

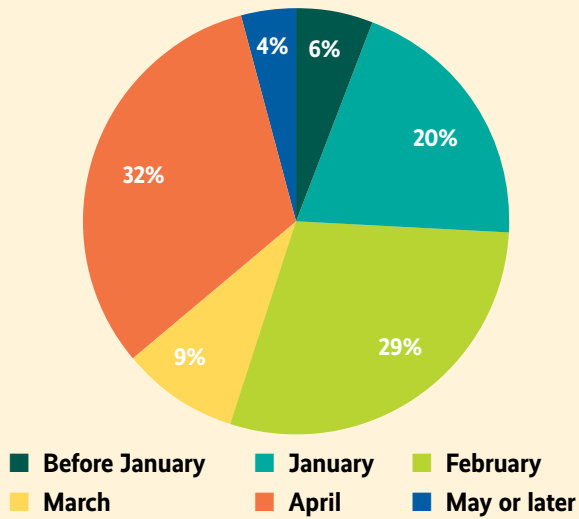


Staff pose outside of a building in San Diego.



## Most Park and Recreation Agencies Start Their Summer Season Recruitment by February

(Percentage Distribution of Agencies)



## Most Park and Recreation Agencies Aim to Have Their Summer Seasonal Workers in Place by May

(Percentage Distribution of Agencies)

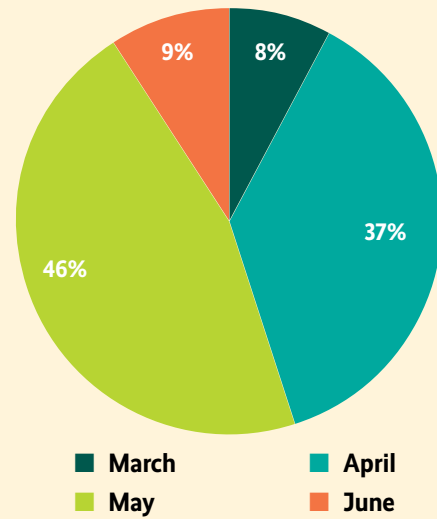


PHOTO COURTESY OF ASHEVILLE (NORTH CAROLINA) PARKS AND RECREATION

Job seekers and their employers have a multitude of options when it comes to posting job openings or advertising for qualified candidates. Park and recreation agencies use their own or their jurisdictions' government websites and social media channels to advertise summer seasonal job opportunities. Nearly all agencies post job opportunities on their websites and social media channels. Three in four agencies post summer seasonal job opportunities to online job sites with nearly as many (73 percent) posting signs in their facilities.

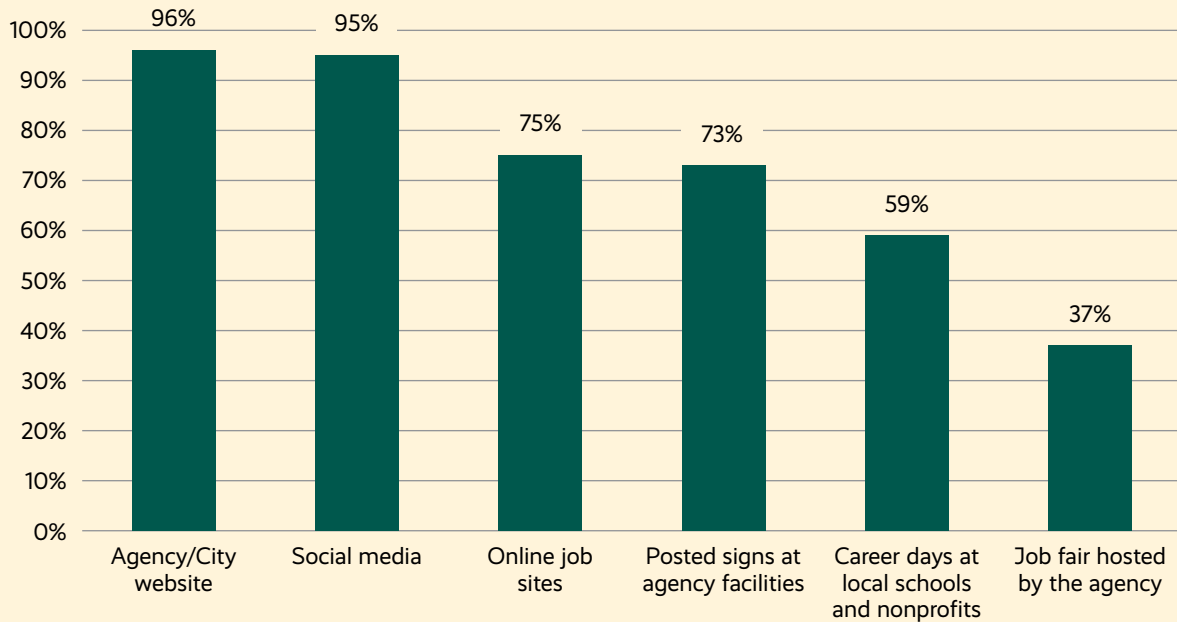
Almost sixty percent of agencies participate in career days at local schools and nonprofits to attract summer seasonal staff. This is especially common among agencies in more populated areas, where as many as 85 percent of agencies attend such events looking for summer hires. A little more than a third of park and recreation agencies host a designated job fair in search of summer seasonal workers. However, this share doubles (to 73 percent) for agencies that serve a population of more than 250,000 residents. Other marketing methods for attracting summer seasonal

A group of children jump into a pool in Asheville, North Carolina.



## Parks and Recreation/City Websites and Social Media Are Most Frequently Used Methods for Marketing Summer Seasonal Employment Opportunities

(Percent of Agencies)



staff include word of mouth, job fairs in other locations and outreach to past seasonal employees.

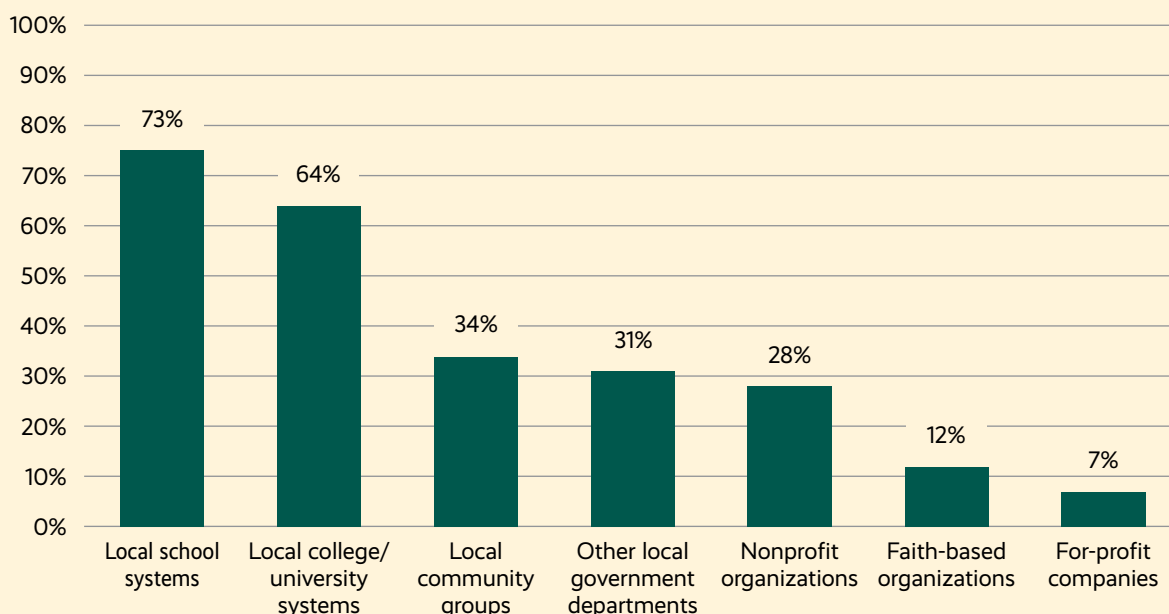
Park and recreation professionals partner both with their own local government and outside entities during their summer seasonal recruitment process. Six in seven park and recreation agencies work with partners to find their summer seasonal workforce. Local schools and universities are partners in recruiting summer staff at more than three in five agencies overall. Seventy-three percent of park and recreation agencies partner with local school systems (through 12th grade). Sixty-four percent of park and recreation agencies partner with local colleges and universities for summer seasonal recruiting opportunities;

agencies serving a population of at least 100,000 utilize these college/university partnerships frequently. Ninety-two percent of agencies serving a population of 100,000 to 250,000 and 80 percent of agencies serving a population of more than 250,000 residents lean on partnerships with local colleges and universities to recruit summer seasonal staff. Additional partners for agencies serving all population sizes include:

- Community groups – cited by 34 percent of respondents
- Other local government departments – 31 percent
- Nonprofit organizations – 28 percent
- Faith-based organizations – 12 percent
- For-profit companies – seven percent

## Six in Seven Park and Recreation Agencies Partner With Other Entities to Recruit Summer Seasonal Workers

(Percent of Agencies)



Nine in 10 park and recreation agencies experience challenges in hiring/retaining summer seasonal staff. More than half (52 percent) of agencies note the biggest challenge they face with their summer seasonal workforce is the inability of those staff members to serve the full summer. This challenge is felt especially at agencies serving a population between 20,000 to 49,999; 63 percent of these agencies cite an employee's inability to work the full summer season as their biggest challenge.

A park and recreation agency's inability to match the competitive wages of other seasonal employers is a challenge for half of all agencies. Wage challenges are most prevalent at both population extremes: 57 percent of park and recreation agencies serving a population of less than 20,000 and 60 percent of agencies serving a population of more than 250,000 residents were unable to match the wages of other seasonal employers in the summer of 2023.

A top challenge at a third of park and recreation agencies is the length of the hiring process. The hiring process length resulting in potential employees finding alternate jobs while awaiting hire is particularly challenging for agencies serving the following population sizes:

- 100,000 to 250,000 residents – 54 percent
- More than 250,000 residents – 73 percent

More than a quarter (27 percent) of park and recreation agencies note challenges in seasonal employees' inability to work the hours during which their services are needed. Additional summer seasonal hiring challenges include:

- Potential seasonal workers lack prior experience/training – cited by 22 percent of respondents
- Human resources (HR) process incompatible with teen schedules – 17 percent
- Agency/Government policies prohibit offering incentives to entice workers – 16 percent
- Previous seasonal employers waiting until the last minute for possible past-offered incentives – six percent

Parks and recreation is one of many options from which people typically have to choose when it comes to summer seasonal jobs. The biggest challenge in attracting summer seasonal workers is the perception that teenagers and young adults are not interested in working. For 70 percent of agencies, a lack of interest in work among high school/college students is cited as their biggest hiring challenge.

Fast food/restaurants represent the strongest competitors for summer seasonal workers (as reported by 56 percent of park and recreation agencies). Nearly a third of agencies

# Unable to Work a Full Summer and Unable to Match Other Employers' Wages Seen as Top Summer Seasonal Hiring Challenges for Parks and Recreation

(Percent of Agencies)

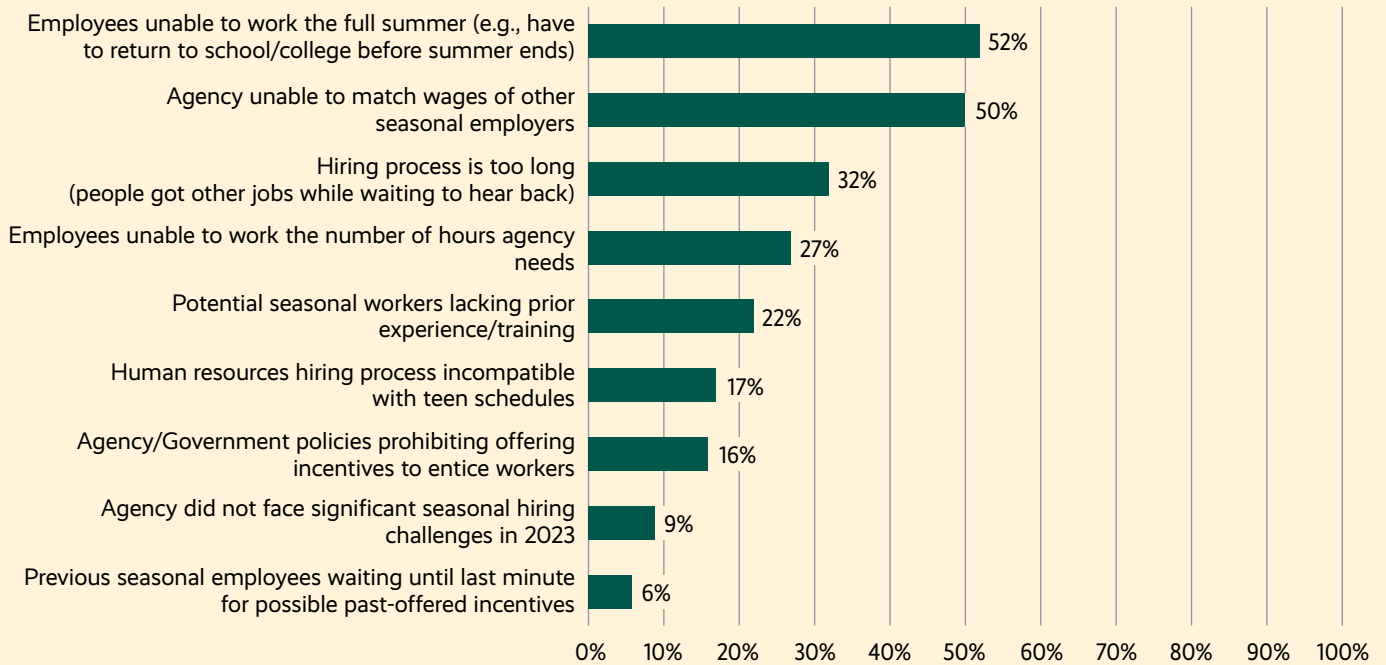
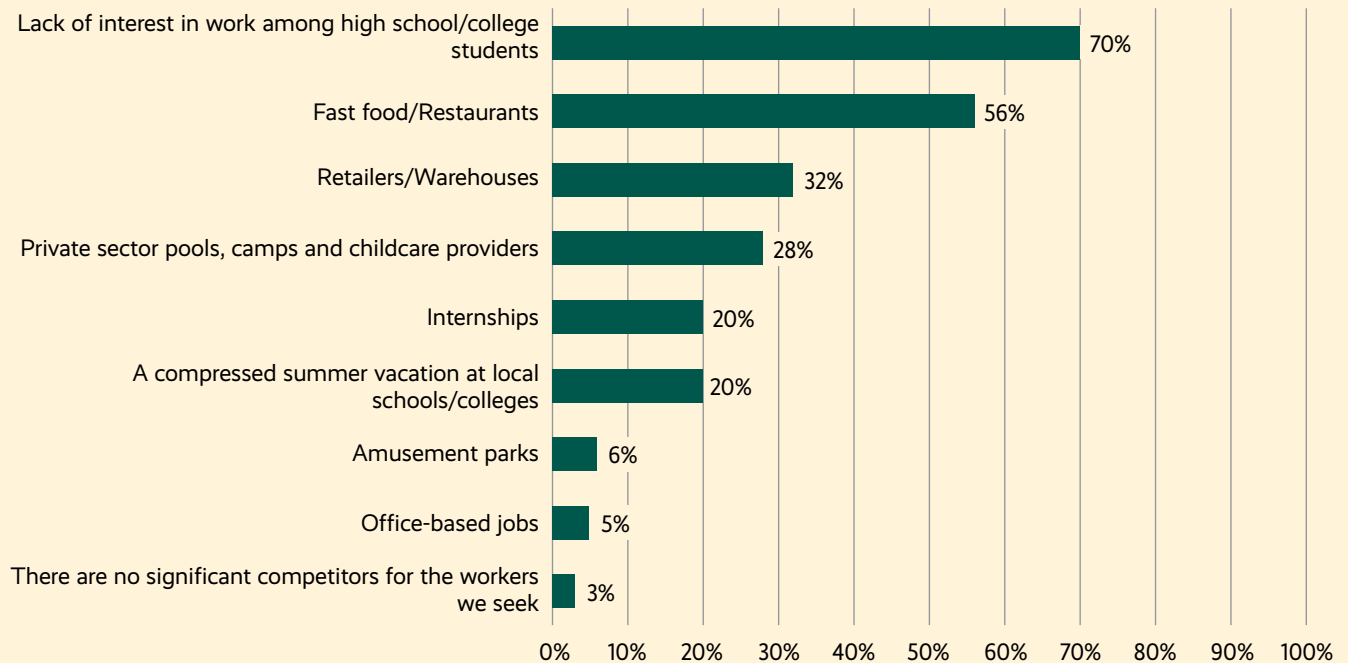


PHOTO COURTESY OF MIAMI-DADE COUNTY PARKS, RECREATION AND OPEN SPACES

People plant native grasses on a beach in Miami.

## Students' Lack of Interest in Summer Employment Seen as Biggest Challenge, While Food Service Viewed as Biggest Competitor When Hiring Summer Seasonal Workers

(Percent of Agencies)



indicate that retailers/warehouses recruit many of the same workers. Additional competitors with which one in five agencies vies for workers include private-sector pools, camps and childcare (28 percent), internships, and compressed summer vacation length among high school/college students (both 20 percent).

Many departments and parties are involved in the recruiting and hiring of summer seasonal employees. Park and recreation agency HR departments manage many of the aspects of the summer seasonal hiring process. Fifty-three percent of park and recreation HR departments are responsible for recruiting these temporary staff members, while nearly half are responsible for posting these job positions. Background checks (44 percent) and reviewing applicants, as well as initial interviews (43 percent), are conducted by park and recreation HR departments. Thirty-eight percent of these departments

handle final interviews and make job offers. In agencies serving a population of less than 20,000 residents, more than 60 percent of park and recreation agency HR departments handle job posting, recruiting, reviewing of applications and final interviews. Park and recreation agencies in jurisdictions of more than 250,000 residents are more likely than other agencies to use government-wide HR departments in their recruiting and hiring of summer seasonal workers. In these larger jurisdictions, government-wide HR departments are responsible for more than half of job postings and 60 percent of drug testing. Hiring managers are more likely the responsible parties in agencies serving larger populations. Agencies serving a population of more than 250,000 residents use hiring managers much more often in the final steps of interviewing than do agencies serving fewer than 20,000 residents (80 percent compared to 32 percent, respectively).



## Process for Recruiting and Hiring Summer Seasonal Workers Varies Depending on the Agency

(Percentage Distribution of Agencies)

	Park and Recreation Agency Human Resources Department	Government-wide Human Resources Department	Hiring Manager	External Party	Other	Not Applicable
Job posting	49%	36%	11%	0%	3%	0%
Recruiting	53%	19%	25%	0%	3%	1%
Review of applicants and initial interview	43%	4%	51%	0%	3%	0%
Final interview(s)	38%	1%	57%	0%	3%	2%
Background checks	44%	43%	5%	4%	2%	3%
Drug testing	27%	38%	1%	7%	1%	26%
Making the offer	38%	18%	40%	0%	3%	1%

Park and recreation agencies often recruit and hire their summer seasonal workers through the same process and use the same resources as they do when hiring permanent full-time and part-time staff. At nearly four in five (79 percent) park and recreation agencies, the recruiting and hiring process for seasonal workers is the same as the process for recruiting and hiring permanent and full-time staff. Regardless of the size of the population an agency serves, the process remains largely the same.

Even so, employing the same strategy for hiring seasonal staff or regular full-/part-time staff comes with its pluses and minuses. On the plus side, following the same procedure for all staff hiring makes the process more familiar and allows an agency to tap into existing recruitment resources and partners. However, using the same process for all hires often lengthens the hiring time. Park and recreation agencies compete with private employers that often can make an offer of summer employment much quicker, resulting in potential seasonal staff going elsewhere.



PHOTO COURTESY OF COUNTY OF SAN DIEGO PARKS AND RECREATION

Two people take a self-portrait photo with a hawk in San Diego.

## Four in Five Park and Recreation Agencies Use the Same Process/Resources to Hire Seasonal and Permanent Staff

(Percentage Distribution of Agencies)

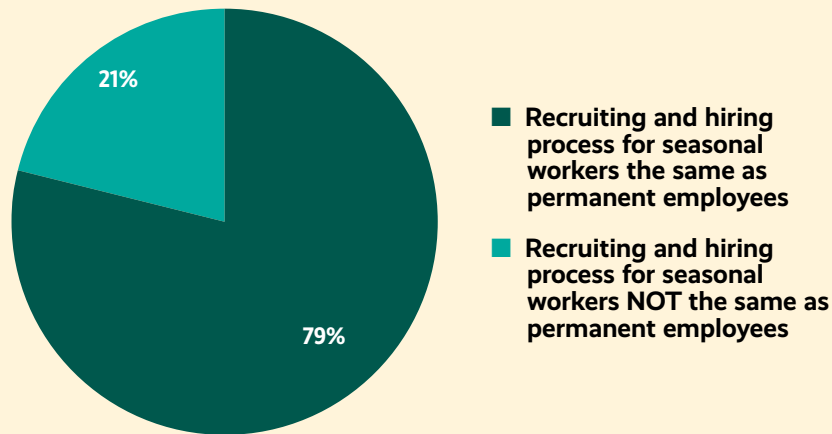


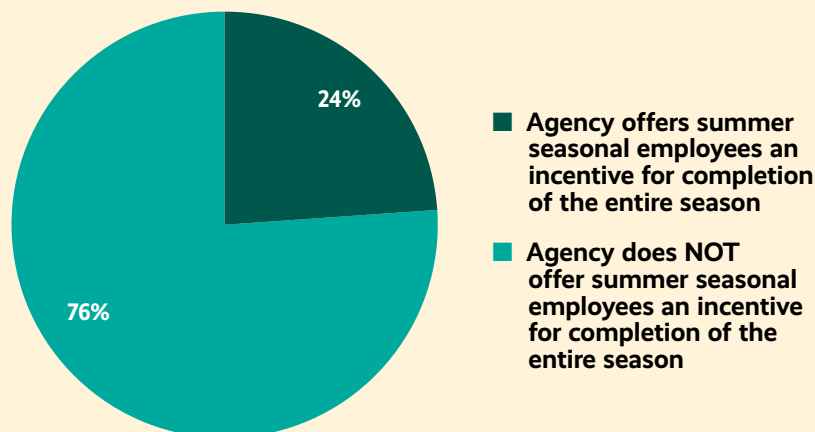
PHOTO COURTESY OF LAURA JARRIEL, THREE RIVERS PARK DISTRICT (MINNESOTA)

One of the biggest challenges park and recreation agencies face in their summer seasonal workforce is an employee's inability to complete the full length of service needed. To entice employees to complete this time, nearly one in four agencies offers an incentive. One in three agencies serving a population of more than 250,000 residents provides an incentive based on the completion of an entire season.

A group of people bird watch on a trail in Plymouth, Minnesota.

## One in Four Park and Recreation Agencies Offer Summer Seasonal Staff an Incentive for Completing the Entire Season

(Percentage Distribution of Agencies)

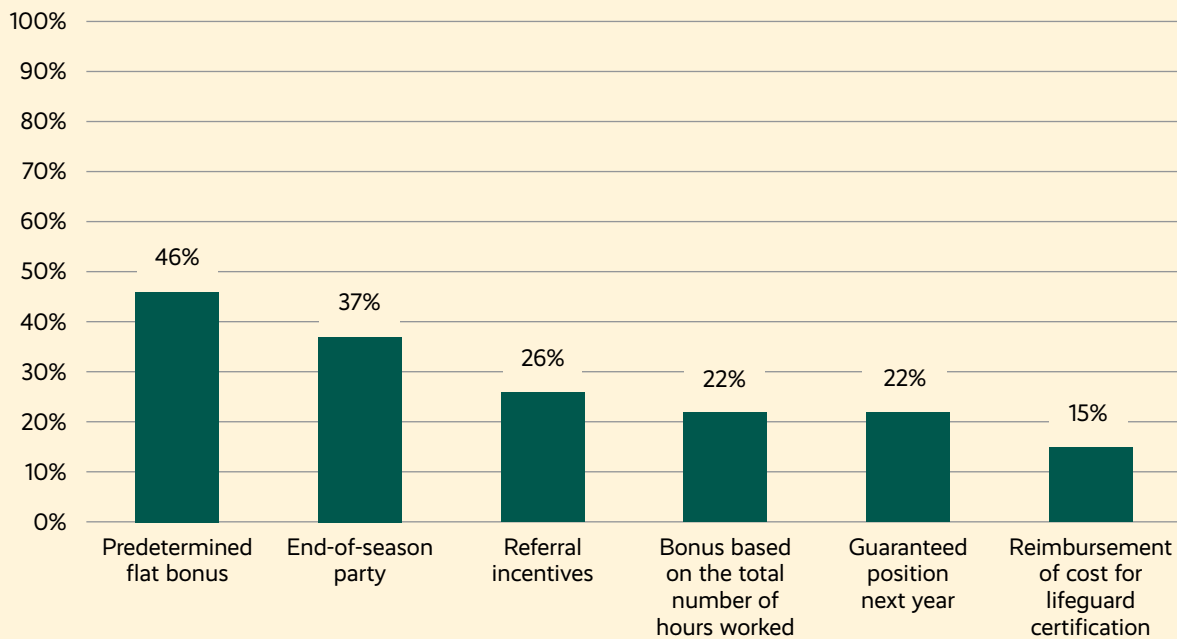


While not every park and recreation agency offers incentives to keep seasonal workers through the summer, those that do have a variety of enticements to offer. A predetermined flat bonus is used as an incentive to keep seasonal workers through the entirety of this season at 46 percent of park and recreation agencies. End-of-the-season parties for seasonal workers and staff are

offered at more than one-third of agencies, while one in four offer referral incentives. Twenty-two percent offer a bonus based on the total number of hours worked and the same share offers a guaranteed position for next year. Reimbursing the cost of lifeguard certification, training and/or courses is used as an incentive to stay an entire season at 15 percent of agencies.

## Predetermined Flat Bonus Noted as Most Popular Incentive Given to Reward Summer Seasonal Workers Completing the Season

(Percent of Agencies Offering Incentive)



Lifeguards are a vital part of a park and recreation agency’s summer programming. Sixty-four percent of park and recreation agencies offer training and certification testing for their lifeguard hires. More than 80 percent of agencies serving a population between 100,000 and 250,000 residents provide lifeguard certification testing and training. One in 10 agencies offer reimbursement for successful lifeguard training and certification.

Parks and recreation is a leading employer of youth and young adults. For many summer seasonal hires, employment in parks and recreation represents a first job, and park and recreation agencies are often trusted employers to which workers return summer after summer. Five in six park and recreation summer seasonal employees are of college age (19-23 years old) or younger.

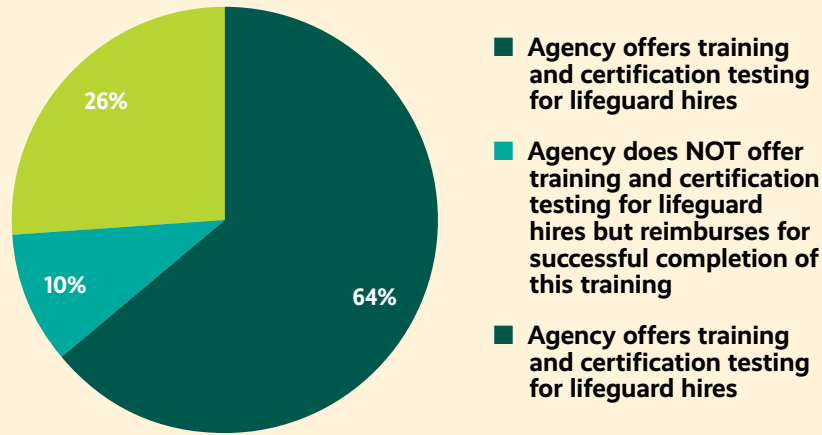
PHOTO COURTESY OF THE CITY OF IRVING (TEXAS) PARKS AND RECREATION DEPARTMENT



Volunteers participate in a park clean up in Irving, Texas.

## Nearly Three-Quarters of Park and Recreation Agencies Offer Training and Certification for Lifeguard Hires

(Percentage Distribution of Agencies)

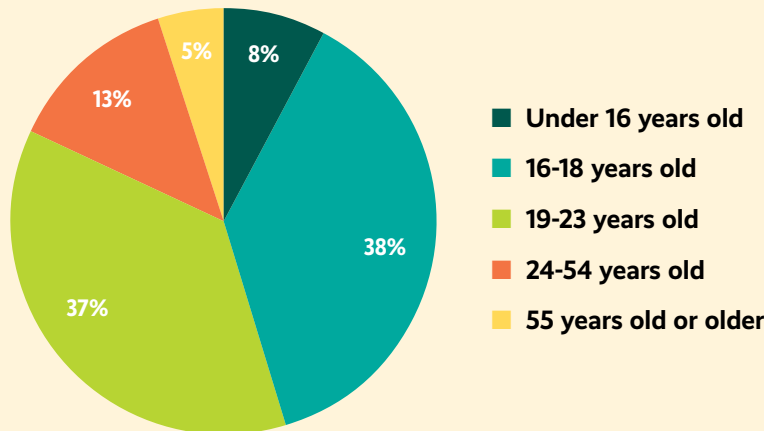


Forty-six percent of summer seasonal staff are high school-aged or younger (under 18 years old). College-aged young adults account for 37 percent of parks and recreation summer seasonal staff, while 13 percent of

those roles are filled by adults between the ages of 24 and 54. Older adults (ages 55 or older) account for five percent of the summer seasonal workforce.

## Five in Six Park and Recreation Summer Seasonal Employees Are Under 24 Years Old

(Percentage Distribution)







Staff and volunteers participate in a cleanup in Annapolis, Maryland.

PHOTO COURTESY OF ANNAPOLIS (MARYLAND) RECREATION AND PARKS

# SUCCESSES IN SUMMER SEASONAL HIRING AND RETENTION

Successful strategies employed by park and recreation agencies to hire their summer 2023 seasonal employees included:

- Increasing hourly wage
- Recruiting through high schools and colleges
- Offering flexible scheduling
- Offering incentives, like sign-on bonuses or paid training and referrals
- Hiring a mix of ages, from adults to teenagers, to allow for coverage on shoulder seasons
- Increasing job fair presence

- Holding same-day hiring event to conduct interviews and offer conditional letters of employment
- Giving recreation center memberships or discounted memberships to seasonal employees and their families

Park and recreation agencies are not only interested in recruiting potential summer seasonal employees; they are also interested in retaining these employees for the coming years. Agencies shared retention techniques and strategies they found to be most effective for year-to-year summer

seasonal employees returning to their agency. These techniques and strategies included:

- Offering bonuses or increased pay based on previous summer season employment
- Treating people right and with respect; Ensuring workers know they are making a difference and part of a team
- Making a fun environment that seasonal workers want to return to
- Flexible scheduling
- Allowing staff to earn apparel, such as rain jackets and hats for covering shifts
- Increasing pay for working holidays
- Instituting a reward system
- Keeping some employees on payroll through the year so they may work during school breaks
- Providing food to staff
- Continuing contact with seasonal employees throughout the year
- End-of-year parties and swag giveaways
- Ensuring there is leadership engagement with staff every day so it is understood that while these employees may be employed for a short amount of time, they are still part of the team

#### **HIRING:**

“We visited local high schools during their lunch periods and handed out job descriptions and applications. We also made the application a QR code so applicants could fill it out right on their phones. We also emailed local colleges and technical centers to promote the openings for us as well.”

“Pulled some of the follow-up that was traditionally done by the citywide HR department and PR department handled the contacts with applicants to help them through the process.”

#### **RETENTION:**

“We do offer a 25-cent-per-hour wage increase each year returning. We have a reputation for developing our seasonal staff for promotion to full time year-round positions. The majority of our promotions come from our seasonal pool of employees.”

“Building an inclusive culture, open communication, mentoring program, growth pay.”

## CONCLUSION

**Local park and recreation agencies rely on the hard work and dedication of their summer seasonal workforce to ensure that programming and facilities operate at the high level their communities expect and deserve.**

Whether fulfilling roles at summer camps, lifeguarding at a local community pool or providing maintenance of parks and facilities, this fleet of essential workers supports regular full-time and part-time park and recreation professionals who otherwise would not have the capacity to staff all that an agency offers during the busy summer months.

Hiring summer seasonal staff is not an easy task for most park and recreation agencies. However, successful employment and retention strategies and critical partnering programs — especially those with local high schools and universities — can be found throughout the country. As local park and recreation professionals plan for another year of summer programming, it should be understood that summer success is directly related to the role played by seasonal employees.

# ACKNOWLEDGEMENTS

Thank you to all the park and recreation professionals and their agencies that completed the survey, the data from which served as the basis of this report. Thank you to Melissa May, Danielle Doll, Lindsay Collins, Alexandra

Reynolds, Catherine Tepper, Kim Mabon, Kent Hunt, Micheal Biedenstein and Kate Anderson for making this report possible.

## ABOUT NRPA

The National Recreation and Park Association (NRPA) is the leading not-for-profit organization dedicated to building strong, vibrant and resilient communities through the power of parks and recreation. With more than 60,000 members, NRPA advances this vision by investing in and championing the work of park and recreation professionals and advocates — the catalysts for positive change in service of equity, climate-readiness, and overall health and well-being.

NRPA brings strength to our message by partnering with like-minded organizations, including those in the federal government, nonprofits and commercial enterprises. Funded through dues, grants, registrations and charitable contributions, NRPA produces research, education and

policy initiatives for our members that ultimately enrich the communities they serve.

NRPA places immense importance on research and data to raise the status of parks and recreation and conducts research with two goals. First, NRPA creates and analyzes data to help park and recreation agencies make optimal decisions on operations, programming and spending. Second, NRPA develops data and insights that support park and recreation professionals making the case for greater and more stable funding to policymakers, key stakeholders, the media and the general public. The NRPA Research team works closely with internal subject matter experts, respected industry consultants and the academic community to develop its reports and data resources. Learn more at [nrpa.org/Research](https://nrpa.org/Research).



NATIONAL RECREATION  
AND PARK ASSOCIATION

22377 Belmont Ridge Road, Ashburn, VA 20148  
800.626.NRPA (6772) | [nrpa.org](http://nrpa.org)





**Notice of Regular Meeting of the  
Montrose Recreation District (MRD) Board of Directors  
Thursday, January 25, 2024 at 11:30am  
Montrose Flex Rec  
1309-1311 Mayfly Drive  
Montrose CO 81401**

**I. Call to Order, Roll Call**

**Meeting called to order at 11:37am. All present with the exception of Director Howe. Director Howe arrives at 11:40am. Director King departs at 12:45pm.**

**II. Open Forum: Call for Public Comment (limit of 3 minutes per person)**  
None.

**III. Staff Recognition:**

- a. **Introductions:** There are no new staff members to introduce.
- b. **Anniversaries:** Cindy Marino, 15 years; John Wagner, 7 years; Jeremy Master, 5 years  
Executive Director (ED) Mari presents accolades for each of the 3 FT staff members reaching the milestones.

**IV. Boundaries, Mill Levy**

- a. **Boundary, Service Plan questions**
- b. **Mill levy, tax revenue**

ED Steinbach introduces topics of reviewing MRD boundaries and mill levy certifications, and how an opportunity exists to create ballot language for May '25. President Files questions the need to wait to '25, and ED Steinbach states she is fairly firm in her understanding, as well as the need to clarify this with legal counsel.

ED Steinbach states the existing boundaries of the Montrose Recreation District. Director Sharrow expresses her desire to have a much better map than was presented in the meeting packet. A map can be produced using the existing GIS portal to include/exclude layers as desired by the BOD. ED reviews the exploration to include other areas or towns. Olathe has not expressed interest to be included in the District. Director Howe explains her awareness that Olathe is closer to Delta than the CRC. President Files states her opinion that there is no push to include Olathe or pull from Olathe, and that the District should not be considering its inclusion at this time. Director Weisner asks for further information to support that opinion. Files states that Olathe has historically rejected additional taxation and that the likelihood they would vote to be taxed for services already available to them is very low. ED states that any area has the opportunity to petition for inclusion if so desired. Director Howe states that it would be worth starting and continuing a conversation that includes key stakeholders in prospective new service areas. ED discusses the alternative to include the topic of inclusion during community engagement exercises that will be part of projects this year and in the near future.

ED also states that the Town of Ridgway has approached MRD directly to potentially provide services there. The Home Trust of Ouray County may be purchasing a parcel that has a recreation component to provide services to the community, and their possible need to seek a service provider to accomplish that successfully. A possibility exists for MRD to provide those services either by including the Town of Ridgway or by entering into a specific service agreement with the Home Trust. The State of Colorado allows Special Districts to provide services outside of their boundaries with a service agreement in place. President Files briefly goes through a few scenarios to initiate further thought and discussion as the District explores the matter. Director Maddy states her preference to limit the District from adding

infrastructure. Upon discussion from the Directors, ED summarizes that the Board is interested to gather and consider further information, and that MRD can support the information gathering efforts without the District incurring expenses. ED states that the Service Plan filed with SDA would need to be updated with any significant changes.

ED Steinbach introduces that the conversations resulting from the Unify Montrose project has brought up the possibility to create an Early Childhood Care District. MRD is positioned legally to absorb this type of District if it decides to do so, and that it may be an attractive option to get an impactful movement off the ground to increase childcare availability in Montrose. Directors Otto and Weisner express concern that expanding MRD's purpose in this direction would create challenges for MRD to maintain its focus and quality. ED states that an alternative is for a separate Special District be created solely for this purpose, yet this would be a greater task than to join with an existing Special District. President Files summarizes the Board's discussion that "we want to be part of the solution, but not THE solution."

A short discussion is held regarding the desire to cement mill levy certification in future ballot language. Director Maddy mentions that this should be done while the outdoor pool is still in operation, and as MRD prepares to pursue alternative locations for outdoor aquatics in Montrose. Director Files agrees that this Board should work to define this and not leave this situation for future Boards. There is general support for this statement among the Directors present.

## V. **Quarterly / Year End Reports**

### a. **Capital Improvements**

Deputy Director (DD) Jeremy provides an overview of the "final report" of 2023, noting that there may be a few adjustments as the MRD closes out the year. Ended the year in better net position than originally anticipated: \$179,000 net from Baldrige carrying over, plant operating only spent \$76,000 of the \$92,000 appropriated. Received an additional 40k in lottery revenues than projected. Field House site master plan carried over into 2024, any additional costs will be covered by the whole amount allocated to the FH improvement project.

### b. **ADA Improvements**

**\$25K** in 2023 completed 85 of 104 projects planned for in 2023 \$18,759 spent. Upcoming 2024 90 projects have \$50,000 appropriated. DD provides a short list of examples of the projects, many of which are intended to be completed in-house, to be completed. Policies, programs and procedures – reviewed accomplishments including upgrading/updating the website accessibilities; on-boarding and continuing training for full-time staff. DD reviews programmatic successes accomplished in 2023.2024 more Special Olympics opportunity, including SO Swim meet at the CRC, powerlifting at Flex Rec; Beyond SO, parent-tot movement class, Amazing Race as fundraising to purchase sport wheelchairs, and more programs to come. ADA Advisory Committee is almost complete and planning to have its first meeting in February. ADA policy developments are planned around several facets of this operation. They will be reported upon completion.

## VI. **Committee Updates and Assignments**

- a. **Exec. Committee of Board** (Board: Christina, Alli. Staff: Mari, Jeremy) Met last week
- b. **Administrative** (Board: Alli, Barb. Staff: Mari, Jeremy, Lisa) next meeting will be held before the next BOD meeting.
- c. **Foundation** (Board: Megan, Barb. Staff: Mari, Astro) Met in January, looking at incorporating with 501-c-3 and organizing documents;
- d. **Growth** (Board: Ken, Suzi. Staff: Mari, Jeremy, Justin, Miguel): RFP for FH has been amended to remove pool from study. Sent out on Friday 1/19, due 2/16. ED Steinbach reiterates project priority and timeline as 1) Field House 2) Ute/McNeil 3) Outdoor pool.
- e. **Finance** (Board: Paul, Alli. Staff: Mari, Jeremy) Financials reviewed 1/23. April is when final '23 numbers are expected.
- f. **MURA** (Board: Alli) Initial \$11M has been distributed for horizontal site improvements.

## VII. **Executive Director's Update**

ED reviews highlights of the ED report included in the Board packet.

## VIII. **Approval of BOD Meeting Minutes**

- a. Regular Meeting of the Board 12.14.2023 Director Otto motions to approve the minutes as written. Director Weisner seconds. Motion passes unanimously.
- b. Regular Meeting of the Board 01.04.2024 Director Sharrow motions to approve the minutes as written. Director Otto seconds. Motion passes unanimously.

**IX. Adjourn**

Meeting adjourns at 1:56pm

**Next BOD Regular Meeting & Budget Hearing**

**February 22nd at 11:30am  
CRC 16350 Woodgate Road  
Montrose, CO 81401**