

EAST FORK SWIMMING POOL DISTRICT  
BOARD OF TRUSTEES  
STRATEGIC PLANNING SESSION MINUTES  
April 16<sup>th</sup>, 2026 at 11:00 A.M.  
Carson Valley Swim Center  
1600 Hwy 88, Minden, Nevada

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**Call to order and Recognition of Quorum**

The Strategic Planning Session of the East Fork Swimming Pool District Board of Trustees was called to order at 11:00 AM by the Chairman DesJardins.

Board Members Present were Allen Biaggi, Vice Chairman, Trustees Frank Dressel, Teresa Duffy, Linda Gilkerson.

Staff Present: Shannon Harris, Director, Sherrie Taylor, Office Administrator/Cashier Supervisor

Consultant: Scott Morgan, Strategic Planning Facilitator

Public Present: George Wennhold

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**Public Comment:**

Wennhold states that his wife swims here on Tuesday and Thursday evenings and she loves it. She loves the people and friends she has here. I'm glad you have allowed me to comment. He also mentioned early morning swim lessons at the old pool. Biaggi states he remembers how cold it was. Harris states that your mother also came here and I became very close to her when I was a lifeguard at 18. She was quite a force in this county and a great friend of my family.

**Agenda:**

Motion by Gilkerson and seconded by Biaggi to approve the agenda. The motion was unanimously approved.

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**Strategic Planning Overview**

Morgan provided an overview of the strategic planning process, including:

- Review of the previous Strategic Plan
- Identification of organizational goals and priorities
- Development of **SMART goals** (Specific, Measurable, Achievable, Relevant, Time-bound)
- Emphasis on accountability and assignment of responsibilities
- Acknowledgment of operational constraints and staff capacity.

It was noted that strategic initiatives require allocation of staff time and resources and must be balanced with daily operations

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**Review of Existing Strategic Plan**

The Board reviewed the prior Strategic Plan and noted:

- The plan was comprehensive and successfully implemented
- All major initiatives were completed with no outstanding issues
- The document included mission, values, SWOT analysis, and historical context
- The plan served as a strong foundation for future planning

Board members and staff were commended for actively utilizing the plan as a guiding document rather than allowing it to become inactive

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### **Vision Statement Discussion and Direction**

#### **Discussion:**

The Board reviewed three draft vision statements and engaged in collaborative discussion regarding:

- Clarity and brevity
- Alignment with organizational values
- Use of language such as “trusted,” “innovative,” and “forward-thinking”
- Importance of memorability and usability

#### **Consensus Action:**

After discussion and minor modification, the Board reached **unanimous consensus** on the preferred draft: **“To be a trusted aquatic destination known for uncompromising safety, exceptional customer service, and a culture that continually elevates the aquatic experience.”**

Morgan states that this will refine and the statement will be returned for formal adoption in a future meeting

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### **Mission Statement Review and Modification**

#### **Discussion:**

The Board reviewed the current mission statement and discussed:

- Transition from a bulleted format to a narrative format
- Inclusion of key themes: safety, inclusion, customer service, and community engagement
- Historical evolution of the mission statement (from lengthy to concise format)

#### **Consensus Action:**

The Board reached general agreement on the following revised mission statement:

“We provide a safe, inclusive, and vibrant aquatic environment that elevates safety, skill development, and healthy lifestyles. We are committed to exceptional customer service, community engagement, and well-maintained facilities.”

Morgan states that the revised statement will be refined and brought back for formal approval.

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### **Values Statement Discussion**

#### **Discussion:**

The Board discussed revisions to the organizational values statement, including:

- Language related to wellness (physical, emotional, social, and spiritual)
- Inclusivity and accessibility
- Use of terms such as “lifelong experiences” and “overall wellness”
- Balancing clarity with broad community understanding

#### **Consensus Action:**

The Board reached agreement on the following working draft:

“We believe that aquatics provides lifelong experiences that lead to better health and overall wellness for all ages, with an emphasis on access for all.”

The staff and Morgan will refine wording for clarity and readability prior to final adoption.

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## **Strategic Plan Framework**

### **Summary of Key Themes**

Based on stakeholder input, the following three primary strategic themes were identified:

- Facility & Infrastructure (i.e., What are you going to do with vacant land?) Harris states it is important that our patrons and tax payers to know long term what our plans are. Our plan was to allow for potential expansion when the time is right. It doesn't mean that 5,10, even 20 years we will have this structure in place. If it's going to take place, we want to be able to afford it and staff it, and then sustain it. It needs to be in our long-term planning. Gilkerson asks if there was a plan when we bought the land? We have been looking for land for years. Biaggi states that the land is almost paid off. Harris states that we make our final payment in December of this year. DesJardins states that part of our vision was to keep the view we have. Dressel states that this was a big score for us. Other board members in past years have tried to buy that land. We doubled our size.
- Technology & Safety
- Governance & Community Engagement (i.e., continue doing what you're doing)

The Board expressed support for these categories as reflective of stakeholder feedback and organizational priorities. Community partnership. Board needs to get out more. Better communications. More special events. Timeframe is 5 years for strategic plan. Morgan states the hardest part was to listen when people really didn't have a lot to say. Comments were "great job, keep up the good work, lazy river, love you guys" Biaggi states I think it's great and needed, but there are pitfalls to a master plan.

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## **Theme 1 – Facility & Infrastructure**

### **Objective 1: Long-Term Facility Master Planning**

- Develop a long-term (approximately 20-year) conceptual master plan
- Initiate Request for Proposals (RFP) for design services by a target date (e.g., 2027)
- Conduct comprehensive community engagement prior to design decisions
- Evaluate capital costs, operational impacts, and sustainability

### **Discussion Highlights**

- Importance of planning for future expansion of recently acquired property
- Need to balance vision with financial and staffing realities
- Clarification that the master plan is conceptual and not a commitment to construction

Harris states that the AOAP puts out a monthly newsletter that talks about newly built or renovated facilities along with the costs and what the amenities are. You can get an idea of what it costs to build a new pool, lazy river etc. We were lucky to have a new facility locally that we visited and were able to ask questions about what worked, some of the snafus, what were the pros and cons. Where did they have to cut costs, etc.

### **Board Direction**

The Board expressed strong support for this objective as a critical next step.

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## **Facility Evaluation & Industry Benchmarking**

- Conduct periodic site visits to comparable aquatic facilities
- Evaluate best practices, innovations, and lessons learned

- Apply findings to Capital Improvement Planning (CIP)
- Keep current facility fresh

**Board Direction**

The Board supported ongoing facility tours and industry research as a method to maintain high-quality operations.

**Theme 2 – Technology, Safety & Programmatic Excellence**

Discussion

The Board discussed the rapidly evolving role of technology in aquatics, including:

- Artificial intelligence applications
- Drowning detection systems
- Wearable safety technology

Biaggi states should this report to done every year because technology is improving at such a rapid pace. Harris states that she uses the word “benchmark” with the staff at all levels that our goal is to be the best in the industry and to have our facility modeled by others in the industry based on our successes. An annual update or report to the board on what people are using in the industry such what innovative changes are being used, why are they using them and how are they working. As part of choosing a system, you want to make sure to choose one that is always changing and that has good support.

**Board Direction**

The Board supported modifying the objective to include:

- Regular updates (annual or periodic) on emerging safety technologies
- Emphasis on research and practical application rather than static benchmarking reports
- Support continuing education for staff and trustees
- Stay an aquatics facility
- Evaluate opportunities for diversified programming while staying within our mission statement

*At this time the Board of Trustees take a 5-minute break*

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**Reopened Strategic Planning Meeting at 1:20 PM**

**No Public Comments**

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**Theme 3 – Governance & Community Engagement**

Discussion

Key topics included:

- Increasing Board visibility within the community
- Strengthening partnerships (e.g., Visitors Authority)
- Enhancing communication and outreach efforts

**Board Direction**

- The Board expressed support for:
- Increased engagement by Trustees in community meetings (minimum three annually)
- Improved communication with stakeholders
- Maintaining a balance between visibility and operational efficiency
- Director will attend six public meetings and highlight special activities and/or events annually
- Consider rebranding an official name highlighting public water safety

### **Additional Input**

No additional strategic objectives were proposed at this time. The Board acknowledged that further refinements may be made during future review of the draft plan. Morgan thanks Harris for being here every step of the way. It would've been impossible to do this without her. Morgan states update to Strategic Plan should be annually by the Director.

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### **Written Comments from stakeholders**

More water walking lanes

More showers

More parking spaces

Enclose outdoor pool

Lazy river

Pickle ball court

Outdoor bathroom

Cardio class

Personal trainer

Enjoy evening swim classes

Clean bathroom – mold (already addressed)

All gender dressing rooms

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### **The Strategic Planning Session concluded with direction for Morgan and staff to:**

- Refine vision, mission, and values statements
  - Incorporate Board feedback into a draft Strategic Plan
  - Return with a formal document for Board review and adoption
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### **Public Comment:**

Wennhold asked what CIP means. Morgan states that it stands for Capital Improvement Plan.

### **Adjournment**

Dressel motions to adjourn the meeting. Duffy seconded the motion. The motion was unanimously approved.