

East Fork Swimming Pool District

Carson Valley Swim Center

Minden, Nevada

Strategic Plan
2026 to 2030

Approved by the East Fork Swimming Pool District

Board of Trustees on May 21, 2026

Plan Facilitated and Prepared by:

Scott Morgan

S A Morgan 394 Consulting LLC.

Strategic Plan
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Board of Trustees



Sharon Des Jardins

Chair



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Vice Chair



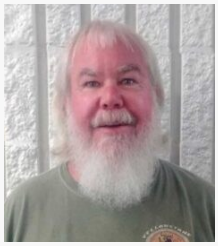
Linda Gilkerson

Trustee



Teresa Duffy

Trustee



Frank Dressel

Trustee

Acknowledgements

On behalf of the District I extend my sincere gratitude to everyone who contributed to the development of the East Fork Swimming Pool District's strategic plan. This thoughtful and forward-looking effort reflects not only a commitment to excellence in aquatic services, but also a deep understanding of the role our facilities play in community health, recreation, and connection. The plan's clarity of vision and practical direction will serve as a strong foundation for the district's continued success.

I would like to recognize the many individuals and groups whose insight and dedication shaped this work, including the Board of Trustees, cashier staff, senior lifeguards, lifeguards, supervisors and our facility operations and maintenance teams. Your day-to-day experience and professional expertise ensured that the plan is grounded, actionable and responsive to the needs of those we serve.

Finally, we are grateful for the valuable collaboration and support from our community partners, including the Town of Minden, Douglas County, Carson Valley Medical Center, the Carson Valley Chamber of Commerce, the Carson Valley Visitors Authority, Douglas County High School and the Douglas Dolphin Swim Team. Your engagement highlights the shared investment in creating safe, welcoming and vibrant aquatic spaces. Together, this collective effort positions the district for a strong and sustainable future.

Shannon Harris, Director

Foreword

In times of uncertainty and fiscal constraint, strategic planning can feel like a daunting or even unnecessary exercise. For special districts, the focus is often on daily operations: maintaining facilities, ensuring public safety and providing quality services with limited resources. In that context, developing mission statements or long-term goals may seem secondary to meeting immediate facility needs and supporting staff in their essential work.

Yet these are precisely the moments when clarity of purpose matters most. The East Fork Swimming Pool District more commonly known as the Carson Valley Swim Center has long been a cornerstone of community wellness, recreation and connection. Built on a strong foundation of public trust and community pride, the District remains committed to serving residents with excellence while planning thoughtfully for the future. The Board of Trustees has approached this strategic planning process with care and intention, recognizing its importance in guiding both present decisions and long-term success.

By aligning the strategic plan with the District's annual budgeting process, we create a practical and transparent framework for decision-making. This approach allows us to assess where we are, establish clear priorities, and invest in initiatives that reflect the needs and values of the community we serve. It also reinforces what makes the District exceptional, its role as a welcoming, safe and vibrant place that brings people together through recreation, fitness and aquatics programs.

Through this strategic plan and disciplined financial stewardship, the Carson Valley Swim Center will continue to focus on what matters most: providing high-quality services, maintaining strong community partnerships and ensuring long-term sustainability. While no plan can anticipate every challenge, this framework positions the District to remain grounded, responsive and forward-looking. Guided by principles of good governance, we will continue to build a healthy, connected community for generations to come.

Sharon Des Jardins, Board of Trustees Chair



Vision Statement

"To be a trusted aquatic destination, known for uncompromising safety, exceptional customer service and a culture that continually elevates the aquatic experience."

Mission Statement

"We provide a safe, inclusive, and vibrant aquatic environment that elevates safety, skill development, healthy lifestyles and lifelong enjoyment of water. We are committed to exceptional customer service, community engagement and well maintained facilities."

Core Values

"We believe that aquatics provides lifelong experiences that leads to better health and overall wellness for all ages and abilities with an emphasis on safety and access for everyone."

Carson Valley Swim Center

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Preparation for the 2026–2030 Strategic Plan included a comprehensive information gathering process involving interviews, evaluations and discussions with a broad range of internal and external stakeholders. These conversations provided valuable insight into community expectations, operational priorities and long-term opportunities for the organization.

Across all stakeholder groups, there was a strong sense of pride, responsiveness and confidence in the work of the Board of Trustees and staff. Participants consistently highlighted the organization's commitment to innovation, facility improvements, effective and welcoming operations and exceptional service to the community.

The District's Strategic Plan establishes a clear vision and direction for maintaining, enhancing, and sustaining both the swim center facility and the organization as a whole. In support of this effort, the Capital Improvement Plan is reviewed annually, with projects updated, added, and refined to reflect evolving priorities and community needs. Together, these plans serve as essential tools to guide responsible growth, long-term sustainability and continued success for the District and the community it serves.

As a result of this thorough and comprehensive process initiated by the Board of Trustees the following strategic themes have emerged.

Strategic Themes

THEME 1: Facility & Infrastructure

THEME 2: Safety, Technology and Programmatic Excellence

THEME 3: Governance, Sustainability and Community Integration

Strategic Plan
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Strategic Theme

Facility & Infrastructure

Strategic Intent:
Position the Carson Valley Swim Center as a **safe, modern, multi-generational, year-round local and regional aquatic and recreation destination** supported by a long-term site master plan.

Identified Goal	Completion Target Date	Responsible Party
Develop a request for proposal (RFP) or request for qualifications (RFQ) for the development of a comprehensive site master plan	December 2027	Director with Support and approval by the Board of Trustees
Develop a Comprehensive Site Master Plan public process and final adoption by the Board of Trustees Integrate vacant land acquisition, parking expansion, indoor/outdoor expansion, and future recreation uses. Phase capital projects over 20 years. Conceptual analysis of construction and operation and maintenance cost.	December 2028	Director with Support and approval by the Board of Trustees
Modernize Existing Aquatic Infrastructure With the exception of technology enhancements for safety monitoring staff and representatives of the trustees will attend at a minimum biannual facility tours or educational training to review innovations within the industry.	Bi-annual	Director and at least one Board of Trustee as appointed by the Chair
Integrate Enhancements/efficiencies into the District's five year CIP	Annually	Director

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Strategic Theme

Safety, Technology and Programmatic Excellence

Strategic Intent:
Become a **national leader in aquatic safety, technology integration and innovative programming** while expanding access for all ages and abilities.

Identified Goal	Completion Target Date	Responsible Party
Conduct Safe Pool Research Research national aquatic facility AI-supported surveillance, swimmer monitoring technology and advanced access control. Prepare update with possible solutions and options.	December 2028	Director
Modernize Water & Facility Systems Prepare audit by 3rd party vendor analyzing systems and equipment including; next-generation filtration, UV sanitation, HVAC economizers, snow melt, and boiler upgrades - Reduce operating costs while improving water and air quality. By evaluating trend setting innovative facilities throughout the country this can be done by in person tours, interviews, research through periodicals, websites and online information.	December 2029	Director
Support continuing education by staff and trustees Send representation to state or national continuing education/ conferences annually as budget allows	Annually	Director and at least one Board of Trustee as appointed by the Chair

Strategic Plan
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Strategic Theme

Governance, Sustainability and Community Integration

Strategic Intent:
Financial sustainability, workforce excellence and public accountability while deepening partnerships and community trust.

Identified Goal	Completion Target Date	Responsible Party
Deepen Regional Partnerships & Public Value Collaborate with healthcare, schools, tourism, chamber, public safety and county agencies. Board of trustees will attend 3 public meetings during a year to introduce themselves as a trustee of the organization. Director will attend six public meetings during a year to introduce themselves as the director of the organization and highlight a special activity or events.	Annually	Board of Trustees and Director
Consider rebranding an official name highlighting public water safety	Fall 2027	Board of Trustees
Solicit a third party contractor to prepare a comprehensive compensation study Ensure that salary, wages and benefits for the staff of the district remains competitive within the employment market.	Fall 2028	Director

