

## Five Priority Areas Identified by Staff

In February 2022, Sally Peltó-Wheeler of the Collaborative Training Network developed a list of questions with Executive Director Tim Church. Sally interviewed each full-time staff member. What you see below is the analysis of the combined feedback. First, the five priority areas that arose, followed by the themes within each area (in no specific order). If a theme was mentioned more than once it is represented below.

### 1. Board Relations

- A desire for stronger relationships and presence from the board
- A desire to have board members be more informed and supportive (examples: storytelling, promoting programs & presence at events), with the realization that this takes two-way communication

### 2. Programming & Events

- A desire to consider the preventive and ongoing maintenance costs/staffing needs of certain programming (soccer, fencing, archery)
- Consider programming for these gap areas:
  - i. opportunities that are designed for adults to interact (folks not a part of young families, examples: trivia, adult sports, offsite trips, scavenger hunts)
  - ii. beginner-type classes that raise awareness & invite new engagement (example: exercise classes & pickleball)
  - iii. adaptive recreation
  - iv. toddler programs with parents
  - v. teen/young adult sports designed to be fun & active, not competitive as with high school sport
  - vi. hosting events in facility (examples: home show, expo, festival)

### 3. HAPRA Identity & Marketing

- The structure of the authority makes it difficult to make sure all the stakeholders have the information they need to help promote programming
- Opportunities for staff internally to be better about marketing their programs
- Opportunities to get unengaged community members into the building (open houses)

4. Internal Opportunities to Support Each Other & Encourage Accountability
  - Opportunities to 'get on the same page' with ways we operate in the new facility – Standard Operating Practices (SOPs) or Best Practices
  - More formal processes for onboarding and cross-training
  - Alter the way we meet to encourage support, awareness of other teammates responsibilities, and accountability
  
5. Funding & Partnership Development
  - Additional resources needed to continue excellence in program delivery & expand programming:
    - i. staff raises to meet industry standards for salaries
    - ii. additional bus for Teen Center/Day Camp
    - iii. preventive maintenance funding (especially with increased costs due to the pandemic)
  - Additional partnerships:
    - i. deeper relationships with school sports personnel
    - ii. having discussions about collaborating rather than competing
    - iii. deeper relationships and partnerships with surrounding park and recreation entities