



Tualatin Hills Park & Recreation District Minutes of a Retreat of the Board of Directors

A Retreat of the Tualatin Hills Park & Recreation District Board of Directors was held at 5:00 pm on Wednesday, October 29, 2025, at the Tualatin Valley Water District Headquarters, 1850 SW 170th Avenue, Beaverton, Oregon.

Present:

Alfredo Moreno	President/Director
Miles Palacios	Secretary/Director
Tya Ping	Secretary Pro-Tempore/Director
Barbie Minor	Director
Pradnya Patil	Director
Doug Menke	General Manager

Agenda Item #1 – Call to Order

A Retreat of the Tualatin Hills Park & Recreation District Board of Directors was called to order by President Alfredo Moreno on Wednesday, October 29, 2025, at 5:25 pm.

Agenda Item #2 – District Values & Priorities

General Manager Doug Menke welcomed the board members to their annual retreat and introduced facilitator Thomas Bruner with Bruner Strategies.

Thomas provided an overview of the process the board has used in the past in reviewing their values and budget priorities on an annual basis. He referenced the three values and value statements adopted by the board through this process last year and opened a dialogue regarding whether these particular values and value statements are still aligned with the board's vision.

Aisha Panas, deputy general manager, and Holly Thompson, Communications director, provided an overview of proposed edits that district staff is suggesting for board consideration to the current value statements as follows:

- Leading with Equity with special attention to Racial Equity
 - THPRD values all dimensions of equity, including people experiencing disabilities, whether seen or unseen, age, ethnicity, gender, race, sexual orientation, and other identities. We see it as ~~an~~-essential ~~core value that we to~~ prioritize all aspects of equity. ~~A commitment to equity means looking at individuals' needs in recreation programming and understanding that people need different things to achieve equitable outcomes.~~ services. THPRD recognizes that to achieve ~~meaningful~~ equity, we must prioritize investments ~~in activities to reach those most marginalized, therefore we support a comprehensive investment in equitable outcomes~~ for the most impacted people ~~and at this time, due.~~ Due to the disparate impacts, a special focus on activities to advance racial equity is an important component of our overall equity ~~strategies.~~ strategy.
- Environmental Stewardship
 - THPRD values the environment and demonstrates this through how we acquire, plan for, and ~~maintain~~ care for lands. Environmental stewardship extends to the way we build and maintain our facilities, and the practices we use to procure goods and services. THPRD is committed to protecting and improving the environment ~~and to.~~ We hold ourselves accountable to ~~reducing~~ reduce our carbon footprint and ~~implementing~~ follow our Climate Action Plan. We commit to continuing to be an ~~active~~-ally and leader on environmental education, natural resource

protection, and ~~by adopting practices that uphold environmental stewardship,~~ to ensure we pass on a healthy environment to future generations.

- Commitment to Community Vision
 - We are committed to honoring and realizing the community feedback captured through the district's visioning process and see this work as foundational to our ongoing community engagement work. We will integrate the visioning feedback into our ~~programming,~~ planning, and operational efforts ~~to honor the four visioning goals to be Welcoming and Inclusive, provide Play for Everyone, to be Accessible and Safe, and to practice Environmental Stewardship.~~ The community vision serves as a beacon to illuminate our ongoing community engagement efforts, infused with a deep commitment to ~~actively~~ engage underserved and historically marginalized voices.

Thomas opened the floor to board discussion and consideration of the proposed edits as outlined.

Leading with Equity with special attention to Racial Equity

- Miles Palacios commented that he believes that the values of the district are well represented in this statement, noting that it brings him joy to know that this sentiment is not only shared by his fellow board members, but the district's employees, as well.
- President Moreno described his thoughts around the possibility of adding a reference to economic equity and how that might impact the statement overall.
- Pradnya Patil commented that she had the same initial thought as Alfredo but felt that economic diversity was captured in the third sentence.
- Barbie Minor expressed agreement with Pradnya's comment and noted concerns around adding so many descriptors to this section, adding that economic equity is also addressed in the value of *Commitment to Community Vision* and the work being done with the district's financial aid program.
- Miles commented that while he understands the concerns around having too long of a list, he would be supportive of adding this reference and described the current impacts facing our community members as federal funding for our most economically disadvantaged is being slashed and the struggles that are going to arise because of this.
- Tya Ping stated that she would like to see the reference included, noting that including it now would solidify the focus for the future and future boards, as well.
- Barbie commented that she is supportive of including the reference, as well.
- Staff will return with proposed updated language for the board's consideration at the November 12, 2025, Regular Board Meeting.

Environmental Stewardship

- The board expressed agreement with the edits suggested by district staff as noted.

Commitment to Community Vision

- The board expressed agreement with the edits suggested by district staff as noted.

Thomas referenced the three budget priorities adopted by the board last year, noting that unlike the district's values, which remain more steadfast and don't change often, the district's budget priorities are expected to be more fluid and change on a more regular basis.

Aisha Panas, deputy general manager, and Holly Thompson, Communications director, provided an overview of proposed edits that district staff is suggesting for board consideration to the current budget priorities as follows:

- ~~Expand~~Manage Limited Resources in a Sustainable Funding Strategies and Strategic Way
 - Expand efforts to diversify revenue opportunities through grant strategy, sponsorships, foundation support, and ~~mutually beneficial strategic~~collaborative investments with community, business, and government partners. Continue to evaluate the district's resource allocation model. ~~Prepare and develop tools for and emphasize public involvement reporting. If successful in upcoming bond measure replacement in 2026 and levy renewal in 2028-May, begin implementation of the district's Replacement Bond Measure to care for critical capital infrastructure needs.~~ At the same time, continue to expand efforts to invest in employees, financial aid, and equity initiatives to ensure THPRD is welcoming and accessible to everyone, ~~regardless of race, or economic status.~~
- Enhance Environmental Sustainability and Climate Resilience
 - Incorporate environmental sustainability into all aspects of our operations, programs, and capital improvements. Protect natural areas, enhance green spaces, and ~~implement climate resilience practices. This includes adopting strategies in the support environmental justice partnerships. Follow our~~ Climate Action Plan to reduce our environmental impact, ~~conserving~~conserve natural resources, and ~~aligning~~align future development with long-term sustainability goals. Integrate sustainability in facility planning, maintenance, and programming, ensuring that we are adaptable and resilient to environmental challenges. ~~Invest in social justice partnerships to create opportunities for collaboration on environmental work.~~
- Investing in THPRD's Efficient Technologies Infrastructure
 - ~~Invest in technology to improve service delivery and efficiency. Work toward updating the district's legacy technology systems such as the website and registration systems to improve accessibility to English Language Learners and people experiencing disability. Invest in technology upgrades to improve safety and user experience. Prioritize preserving and protecting the park and recreation system we've already built. Continue IT investments to improve service delivery and efficiency. Launch our Registration System Replacement project. Acquire an asset management system to enable the district to better oversee and care for district assets. Ensure our staff have the tools they need to maximize performance. If the Replacement Bond Measure is successful in May, begin implementation on bond funded projects.~~

Thomas opened the floor to board discussion and consideration of the proposed edits as outlined.

FY26/27 Budget Priorities

- Miles referenced the budget priority *Manage Limited Resources in a Sustainable and Strategic Way* and the work the district has done over the years to be sustainable and strategic with the funding it has, noting that he is proud of the work the district has been doing and of maintaining this as a priority.
- Tya described her thoughts around potentially replacing the budget priority *Manage Limited Resources in a Sustainable and Strategic Way* with one based on equity, safety, and being welcoming for which the investments would dovetail with the board's value of *Leading with Equity with special attention to Racial Equity*.
- Miles expressed agreement that Tya's suggestion is important and further described his thoughts regarding why it is also important to retain the priority of managing the district's limited resources. He wondered if it would be possible to blend *Manage Limited Resources in a Sustainable and Strategic Way* with the priority of *Invest in THPRD's Infrastructure* in order to allow space for another priority.

- Barbie expressed agreement with Miles's suggestion around merging the two priorities and described the intent she is hearing in being mindful that resources are limited and ensuring that funds are being allocated for those who are in the most need.
- Pradnya commented that the value of *Leading with Equity with special attention to Racial Equity* already includes a budgetary component, and noted that any changes to the priorities themselves takes time, effort, money and resourcing, and based on the sense of urgency, she would rather have staff try to put together a plan rather than adjusting the priority in this moment, which could be revisited later.
- President Moreno stated that managing the district's limited resources is an essential priority and described the myriad ways in which the district is showing that it is spending wisely rather than continually asking the taxpayers for more money. He would have difficulty seeing the priority *Manage Limited Resources in a Sustainable and Strategic Way* eliminated entirely, noting that this focus will have long-term impact. He believes that the district will be able to meet the moment regarding its response to federal impacts without sacrificing this important budget priority.
- Thomas recapped the conversation thus far and acknowledged the decision at hand of whether to stay with the previously agreed upon limit of three separate values and three separate budget priorities, or to expand. Holly Thompson, Communications director, offered a reminder that the board's values also drive the investments of the district and that the budget planning process speaks to both the district's values and budget priorities, but acknowledged the challenge in limiting it to three. She provided additional thoughts around how staff views each of the proposed priorities, noting that if the board would like to have a budget priority centered on equity, the *Enhance Environmental Sustainability and Climate Resilience* priority might be the one to replace, as this focus is already fundamental for the district and is also listed as a district value.
- Robust board discussion took place around the consideration of eliminating either *Enhance Environmental Sustainability and Climate Resilience* or *Invest in THPRD's Infrastructure* in order to create room for an equity-based priority. Based on the discussion, district staff suggested that the priority of *Enhance Environmental Sustainability and Climate Resilience* could be weaved into the priority of *Investing in THPRD's Infrastructure* since this priority already contains reference to the replacement bond measure which has a category for environmental stewardship. The *Environmental Stewardship* value statement could also be enhanced. The board discussed this suggestion, including comments around the temptation to expand to more than three budget priorities, and ultimately consensus was reached to include the theme of environmental sustainability within the budget priority *Investing in THPRD's Infrastructure*.
- General Manager Doug Menke requested additional information from the board regarding what they would like to see included in an equity-focused budget priority.
 - Pradnya described that she would like to see actionable language similar to the *Investing in THPRD's Infrastructure* priority with quantifiable measurements.
 - Tya described that she would like to see consideration given to how the district brings people in and helps them feel safe, noting that although the exact action steps might not be known at this time, this priority would allow staff the ability to react to the needs that may arise around community enhancement. She added that investing in employees and training should also be included.
 - Miles reiterated his support for the budget priority of *Manage Limited Resources in a Sustainable and Strategic Way*, noting that this is the work that constituents continually call out that they want to see from government at every level.
- Staff will return with proposed updated language for the board's consideration at the November 12, 2025, Regular board meeting.

Thomas provided closing comments around this exercise of the board stepping back and grounding in its values and priorities, as well as the discussion around tradeoffs, noting that this is an exceptional trait for a governing body.

Agenda Item #3 – Adjourn

There being no further business, the retreat was adjourned at 6:35 pm.

Alfredo Moreno, President

Miles Palacios, Secretary

Recording Secretary,
Jessica Collins