

**PLEASANT VALLEY RECREATION & PARK DISTRICT  
ADMINISTRATION OFFICE – SENIOR CENTER  
1605 E. BURNLEY ST., CAMARILLO, CALIFORNIA**

**BOARD OF DIRECTORS  
SPECIAL MEETING AGENDA  
January 25, 2025**

**9:00 A.M.**

**SPECIAL MEETING**

**1. CALL TO ORDER**

**2. PLEDGE OF ALLEGIANCE**

**3. ROLL CALL**

**4. ADOPTION OF AGENDA**

**5. OPEN COMMUNICATIONS/PUBLIC FORUM**

In accordance with Government Code Section 54954.3, the Board reserves this time to hear from the public. Pursuant to Government Code Section 54956, no business other than what is set forth in this special meeting agenda may be considered by the Board. If you would like to speak about an item on the agenda, we would prefer you complete a Speaker Card and wait until it comes up. Speakers will be allowed three minutes to address the Board.

**6. NEW ITEMS-DISCUSSION/ACTION**

**A. ANNUAL BOARD GOAL SETTING WORKSHOP**

At the Annual Board Goal Setting Workshop, the Board will review the progress made toward the fulfillment of the 2021-2026 Strategic Plan and discuss projects, programs, and activities that impact the FY 2025/2026 Budget.

Suggested Actions: Discuss current and future Goals and Strategies and provide direction to staff.

**7. ORAL COMMUNICATIONS**

Informal items from Board Members or staff not requiring action.

**8. ADJOURNMENT**

**Note:** Written materials related to this agenda are available for public inspection in the Office of the Clerk of the Board located at 1605 E. Burnley Street, Camarillo during regular business hours two business days preceding the scheduled Special Board Meeting.

**Announcement:** Public Comment: Members of the public may address the Board on any agenda item before or during consideration of the item. [Government Code section 54954.3] Should you need special assistance (i.e. a disability-related modification or accommodations) to participate in the Board meeting or other District activities (including receipt of an agenda in an appropriate alternative format), as outlined in the Americans With Disabilities Act, or require further information, please contact the General Manager, at (805) 482-1996, extension 114. Please notify the General Manager 48 hours in advance to provide sufficient time to make a disability-related modification or reasonable accommodation.

**PLEASANT VALLEY RECREATION AND PARK DISTRICT  
STAFF REPORT / AGENDA REPORT**

**TO: BOARD OF DIRECTORS**

**FROM: MARY OTTEN, GENERAL MANAGER**

**DATE: January 25, 2025**

**SUBJECT: ANNUAL BOARD GOAL SETTING WORKSHOP**

**BACKGROUND**

The District Board held a Board Goal Setting meeting in January 2021 to update and build upon the 2013 Strategic Plan. After multiple reviews, the Board approved the updated 2021-2026 Strategic Plan, an organizational tool to set priorities, focus energy and resources, strengthen operations, and ensure that Staff and Board members were working toward common goals over the past year.

The Strategic Plan serves as a framework for setting direction over the five-year period (2021-2026). There are five Strategic Focus Areas included in the following categories: Sustained Financial Stability, A New Senior/Community Center, Completion of Outstanding Projects, Increased Programming Clarity, and Employee Morale and Succession Plan. Each focus area contains a set of defined strategies, accompanied by specific timelines. These strategies provide a roadmap for the Board and staff, outlining the key objectives and actions to be taken. The timelines further clarify the expected milestones and accomplishments, ensuring that progress is made within the designated period and that both the Board and staff are aligned in their efforts to achieve the established goals.

**ANALYSIS**

Each year at this time, the Board holds an Annual Goal Setting Workshop to review progress toward fulfilling the objectives of the Strategic Plan. The document, particularly its strategies, is structured around specific projects, tasks, and programming that guide staff's efforts. These strategies align day-to-day operations with the broader goals, ensuring that the District remains focused on its long-term vision. Resource allocation for these initiatives is incorporated into the annual budget development process, ensuring that sufficient funding and support are available to achieve the identified goals.

During the workshop, the Board has the opportunity to assess whether any revisions or additions to the objectives or goals are necessary. The Board may also recommend new strategies that support the 2021-2026 District Strategic Plan or address other relevant projects. This workshop is crucial, as it lays the foundation for the development of the annual budget and sets District priorities. Based on the outcomes of the workshop, staff will proceed with the budgeting process, incorporating the updated objectives and strategies to guide resource allocation for the year ahead.

**FISCAL IMPACT**

There is no fiscal impact associated with this action at this time.

**RECOMMENDATION**

It is recommended the Board review and discuss current and future Strategies, Objectives, and Goals and provide direction to staff.

**ATTACHMENTS**

- 1) 2021-2026 Five Year Strategic Plan (29 pages)



# Strategic PLAN 2021 → 2026



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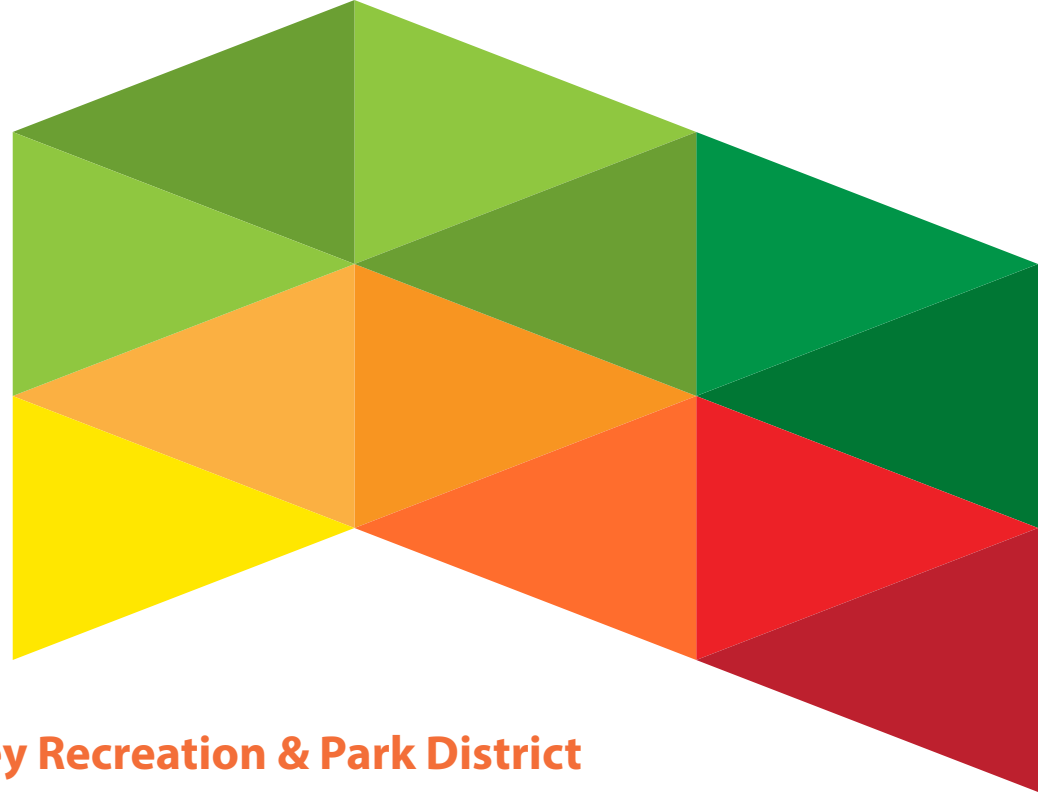
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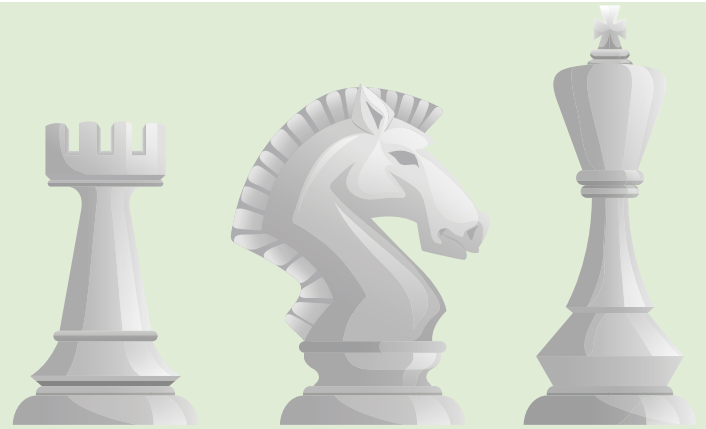
Pleasant Valley Recreation & Park District  
**Strategic Plan** 2021-2026

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# A. Introduction



*The District, an independent special district, was formed in January 1962 under the State Public Resources Code of California. The birth of the District was approved by the voters in the wider Camarillo community to provide quality programs, parks and facilities that could be enjoyed by everyone. The District encompasses the city of Camarillo (“City”) and surrounding areas, serves a population of over 70,000 and covers an area of approximately 45 square miles including California State University Channel Islands. It has grown from one park to 28 parks since its inception 59 years ago. Within the District, a variety of recreational facilities exist, including: a senior center, an indoor aquatic center, a community center, dog parks, lighted ball fields, pickleball/tennis courts, a running track, walking paths, premier soccer fields, hiking trails, a nature center, picnic pavilions, children’s play equipment, and barbecue areas.*

Strategic planning is an organizational management activity that is used to set priorities, focus energy and resources, strengthen operations, and ensure that staff and Board members are working toward common goals. It also establishes an agreement around intended outcomes/results and assesses from adjustments within the organizations direction in response to trends and changing environments. The process of implementing the Strategic Plan benefits the entire community by focusing the District’s commitment to Recreation and Park Services. It seeks to strengthen and build upon opportunities while addressing areas of concern with preparedness, but also measures its success in achieving the intended outcomes/results.

The District is governed by a publicly elected Board of Directors consisting of five members and is managed by the District’s General Manager. The District has three main departments: Administrative Services, Park Services, and Recreation Services. Pleasant Valley Recreation & Park District has developed its Strategic Plan to provide direction in serving its communities in recreation and parks for the time period from 2021 to 2026. The Plan creates direction for future allocation of resources, financial stability, staffing levels, internal support and communication, organizational culture efforts, and the capacity for learning and growth.

This update identifies actions, activities, initiatives, and planning efforts that are currently active and needed for continued success in operations and management of the District and provides for periodic reviews and updates.

## **The strategic planning effort will focus on several or all of the following task areas:**

- ▶ Enhancing collaboration and community partnerships that leverage resources to enhance recreational experiences.
- ▶ Meeting the needs of the District’s growing community by creating responsive programs and facilities. Revitalizing and developing community spaces to strengthen recreational facilities and parks for future generations. Meeting the District’s long-term service goals by expanding on the workplace health and lessons learned from the 2020/21 global COVID-19 pandemic.
- ▶ Enhancing Organizational Capacity.

# B. Definitions

## 1. Mission Statement

A declaration of an organization's purpose. Ideally, all activities and decisions on facilities and finances of the District are in alignment with the Mission Statement.

## 2. Vision Statement

A statement that articulates where the District wants to be over the life of the Strategic Plan. It outlines at the highest level the key changes that must be achieved by the Strategic Plan. It articulates the forward thinking of the agency's leaders and drives actions to achieve success.

## 3. Core Values

Describes the way the District operates and a system of shared values about what is important. There are expectations for consistent practices by members of the organization. They are anchored in community values and are used by the Directors as decision filters for the myriad of decisions in the future.

## 4. Strategic Elements

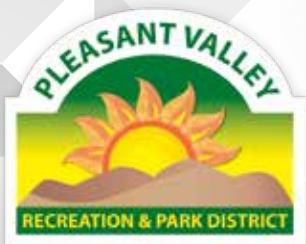
These are the broad, primary areas of District operations, planning, and management that need to be addressed and supported by Strategic Goals to ensure optimum progress.

## 5. Strategic Goals

Strategic Goals are specific and measurable activities or targets that address the strategic elements.

## 6. Actions and Projects

Day-to-day actions and projects (not covered in detail in the Strategic Plan) will be designed so that the Strategic Goals are accomplished.





# C. Recent Plan Development and the Continuation Process

*In 2012, the District embarked on an initiative to develop a Five-Year Strategic Plan with BHI Management Consulting which would run from 2013-2018. Essentially, it received input from the Board, staff, local stakeholders, and the community. Included in this assessment was a process to evaluate the District's mission statement to determine if it effectively reflected the core purpose of the organization. The outcome of this process resulted in revising the District's Mission Statement, which articulates the direction of the Pleasant Valley Recreation & Park District.*

In 2013, the Board of Directors adopted an initial Five-Year Strategic Plan to set District priorities. BHI Management Consulting assisted the District in facilitating and coordinating the initial Strategic Plan development. BHI first gathered input from the District Board, staff and stakeholders, followed by a community meeting to discuss Mission and Vision. The District has continued to work off of the 2013-2018 Strategic Plan over the past years.

This updated Strategic Plan builds upon the original 2013 Strategic Plan. A Board workshop was conducted in January 2021, with senior staff in attendance, to develop the following updated plan elements: mission statement, vision statement, strategic focus areas with objective and strategy statements for each strategic area and strategic goals.

After the workshop, the District General Manager and upper management worked with BHI to complete the list of strategic goals supporting each of the Vision and Strategic Focus Areas. The initial Plan was presented to the Board of Directors in draft form, then again for final approval at the May 5, 2021 Board Meeting.

A five-year planning horizon is maintained. This year's updated plan serves this purpose for the FY21-26 time frame. A key part of the Strategic Planning process is to conduct an annual review and update of the plan. Annual reviews allow for plan maintenance so that it reflects actual progress, along with organizational and working realities and needs of the District. The reviews will be documented and followed up with by either a plan supplement or an updated plan.

# D. Mission Statement, Core Values & Vision Statement

*Our Mission Statement articulates why we exist as a public agency. It is the foundational statement for the District and all that we do connects in some way with this statement.*

## Mission of PVRPD

PVRPD will provide and maintain a wide-range of quality parks, facilities, and programs focused on leisure, recreational and athletic activities meeting the needs of residents of the District. Facilities will support both organized activities and casual use for all age groups.

## Core Values of the PVRPD Board of Directors

Our Core Values are those values brought to the Board reflecting the values of the community. Board members use these as decision filters for each decision before them. They are presented below in no discerning order.

- ▶ Adaptable & Diverse
- ▶ Building Understanding & Loyalty (Branding & Marketing)
- ▶ Organizational Excellence & Empowerment
- ▶ Stewardship & Sustainability
- ▶ Nurture Partnerships & Communication
- ▶ Integrity



## Vision of the PVRPD

Our Vision is outlined through our identified strategic priorities, or focus areas, for the next five years. The Strategic Focus Areas are presented below in no discerning order.

- ▶ Sustained Financial Stability
- ▶ A New Senior/Community Center
- ▶ Completion of Outstanding Projects
- ▶ Increased Programming Clarity
- ▶ Employee Morale and Succession Plan

# E. Strategic Focus Area Detail

*Strategic focus areas represent the areas of planning the Board of Directors have selected for focused effort over the next five years. The areas of focus are derived from the foundational Mission and Vision statements of the District and are carried out using the District Core Values. They are linked to action through goals and strategic actions over the five-year period. The focus areas and associated goals with strategies are detailed below and are presented in tabular form with goal dates in section G. Strategy Overview on pages 25 and 26.*

## 1.0 Sustained Financial Stability

*Element Objective: To ensure the short and long-term fiscal health of the District. To do this, our strategy is to utilize best accounting practices and forecast and optimize revenue while controlling expenditures.*

### ▶▶▶ 1.1 GOAL: Review costs, revenues, and subsidies for programs and rentals.

**A. Strategy:** Conduct a comprehensive Fee Study and Cost Recovery Analysis exploring funding opportunities and policies including but not limited to program fees, discounts, cost recovery methods, tournaments, community service organizations fees and fees received from the rental of District parks and recreational facilities.

**B. Strategy:** Develop sustainable funding sources for implementation of the Strategic Plan, deferred maintenance, priority projects, and on-going operations.





▶▶▶ **1.2 GOAL: Utilize best accounting practices and forecast and optimize revenue while controlling expenditures.**

**A. Strategy:** Create a financial plan to forecast and optimize financial resources in order for the District to create a five-year forecast.

**B. Strategy:** Transition from a one-year budget cycle to a two-year budget cycle.

**C. Strategy:** Periodically evaluate management and financial service providers (auditors, banking, investing, insurance).

**D. Strategy:** Contribute annually to established reserve funds for appropriate working capital and replacement of capital assets.

**E. Strategy:** Contribute to unfunded liability and other liability accounts (vacation/sick/management leave).





### ▶▶▶ 1.3 GOAL: Identify additional sources of revenue to reduce the reliance on property tax.

**A. Strategy:** Work with necessary partners to enact and implement park dedication ordinance and developer fees to ensure city and county development is adequately served with recreation and park facilities.

**B. Strategy:** Engage in the Annexation Process for Somis and the Santa Rosa Valley through the various associations and LAFCo.

**C. Strategy:** Proactively encourage and promote the film industry rental of District-owned property; work with the City of Camarillo and the County of Ventura to revise and streamline the permitting process to facilitate such filming.

**D. Strategy:** Explore the feasibility of promoting and encouraging District properties and facilities to serve as a suitable venue for weddings, commitment ceremonies, and related events.

**E. Strategy:** Regularly evaluate whether the District is capturing adequate revenue through facilities and program usage, seeking new and enhanced revenue-generating facilities, special events and programs.

**F. Strategy:** Create reciprocal opportunities for the District with entrepreneurs, both non-profit and for-profit, to enrich the park experience and implement innovative approaches to revenue generation.

**G. Strategy:** Hire a developmental analyst to assist with and engage local businesses, corporations, foundations, and individuals in sustainable partnerships.

▶▶▶ **1.4 GOAL: Create Green Initiatives and Sustainability Program to encourage more efficient design and usage of our park system, respect of our natural environments, and to capitalize on the cost savings of these methods as well as grant opportunities.**

**A. Strategy:** Incorporate best practices in the design of parks and selection of plant materials to reduce environmental impacts and promote drought-tolerant, resilient landscapes.

**B. Strategy:** Increase opportunities for people to interact regularly with green spaces, water, and other natural environments within the parks system.

**C. Strategy:** Identify, conserve, and create wildlife habitats including wildlife corridors, nesting sites and foraging areas within natural areas and open spaces.

**D. Strategy:** Incorporate interpretative signage and viewpoints of local natural and cultural resources throughout the parks system.

**E. Strategy:** Continue to convert District lighting in parks and facilities to LED technology thus reducing District electric costs.

**F. Strategy:** As capital funding allows, when applicable, purchase reduced or zero emission vehicles.





▶▶▶ **1.5 GOAL: Adopt new time and cost saving information technologies to improve efficiencies of District and IT operations.**

**A. Strategy:** Explore, advance and modernize our technological capabilities to foster collaboration, provide exceptional customer service, knowledge management, and analytics to broaden access to institutional knowledge and promote data-driven decisions in a secure setting.

**B. Strategy:** Provide a secure IT infrastructure that supports timely access to information.

**C. Strategy:** Enhance collaboration across the District through digital solutions to inform and engage internal and external audiences.

**D. Strategy:** Increase the availability of and access to information that enables staff and customers to make timely, informed decisions by strengthening platform, data, and knowledge management approaches.

**E. Strategy:** Increase the use of data analytics tools to inform policy and business decisions.

**F. Strategy:** Establish streamlined policy and governance processes that align with IT solutions with our customer expectations and District mission.

**G. Strategy:** Evaluate and provide the necessary tools and infrastructure to enable employees to meet or exceed their need for unencumbered access to information while providing exemplary customer service to participants and the public.

## 2.0 A New Senior/Community Center

*Element Objective: To finalize the design and build an accessible public facility to provide a valuable, common location to gather, communicate, and promote a high quality of life through various inclusive, active, and passive programs.*

### ▶▶▶ 2.1 GOAL: Develop a Community Center Plan that lays the foundation for both operational and facility programming.

**A. Strategy:** Reengage the City of Camarillo to discuss and potentially update the Cooperative Agreement regarding architectural design refinement, CEQA processing, and property assessment survey for the proposed senior and community recreation facility.

**B. Strategy:** Reengage LPA to refine concept “D” and associated costs.

**C. Strategy:** Retain a consulting firm to further explore a voter survey regarding a tax measure. Based on the results of the voter survey, present potential funding options for a new facility.

**D. Strategy:** Identify features and amenities within the existing Community Center facility to be updated or improved (Fire Codes/ADA/etc.) as part of the larger project.





## ▶▶▶ 2.2 GOAL: Develop strategies that ensure successful bond campaign outcomes.

**A. Strategy:** Retain a consulting firm to lead the ballot measure and effectively market the needs of the District

**B. Strategy:** Develop a needs statement and description of the project.

**C. Strategy:** Comprise citizen participation groups to include a variety of sectors from the community.

**D. Strategy:** Develop and implement a transparent communication plan to inform the public on finance and budgetary issues.

## ▶▶▶ 2.3 GOAL: Upon completion of the final design, ensure the new center provides a center of focus for the entire community.

**A. Strategy:** Design and implement a Community Center service model that is relevant to Community members, provides excellent customer service, is easy to access for all residents, and creates a welcoming, social gathering space for the community.

**B. Strategy:** Tailor programs and services to the demographics and needs of the community.

**C. Strategy:** Provide programs for family members to enjoy within the same location, an industry best management practice known as sandwich programming.

**D. Strategy:** Select and implement a new Recreation Management System that includes suitable and applicable check-in processes for designed access points and best flow of traffic.

**E. Strategy:** Ensure financial sustainability through sound financial practices to include diversifying income sources, marketing, and programming analysis specific to the needs of the facility and Community Center Park where the Senior/Community Center will reside.





## 3.0 Completion of Outstanding Projects

*Element Objective: Provide a quality parks, recreational facilities, and open space system that supports opportunities for active and passive recreation that meets the needs of the community and effectively plans and allocates resources directly supporting PVRPD strategic priorities.*

▶▶▶ **3.1 GOAL: Renovate and modernize existing parks and recreational facilities to ensure all parks provide an adequate range and supply of active leisure facilities to meet the growth and diversity in population, programming trends, and new design standards.**

**A. Strategy:** Update the Capital Improvement Plan. As capital funding allows, execute, implement, and develop projects each year in accordance with the plan. Review and update the plan every two years as a part of the Capital Budgeting process.

**B. Strategy:** Implement a sustainable, long-term renewal plan based on a complete system inventory, life-cycle cost analysis, and condition assessment of all park facilities and amenities such as parks, facilities, playgrounds, and capital equipment.

**C. Strategy:** Systematically develop activity plans that outline the delivery goals, benefits, facilities, operations, and maintenance required to provide a safe and aesthetically pleasing environment for each park. Use these plans to guide capital improvement and facility maintenance programs.

**D. Strategy:** Develop sustainable spending practices throughout the park system that consider both the short-term and long-term costs and priorities for projects, programs, or services.

**E. Strategy:** Re-purpose various existing recreational facilities and/or park amenities to better meet existing and future community recreational needs and develop revenue generating capacity.

▶▶▶ **3.2 GOAL: Complete a Comprehensive Parks Master Plan to create a road map for upgrades, expansions, and potential additions to the District's parks system to meet current and future community needs for parks, trails, and open space.**

**A. Strategy:** Complete a comprehensive assessment of the Pleasant Valley Recreation & Park District's parks, playgrounds, and open space system, considering future growth and diversity in the community.

**B. Strategy:** Pursue public and private partnerships to acquire, or promote access to land for parks, trails, open space, and recreation.

**C. Strategy:** Obtain grant funds that further the work of the District.

**D. Strategy:** Utilize the pending results and findings of the 2020 Census to make informed decisions on future upgrades, expansions, and potential additions to the parks and open space system and recreational programming.

**E. Strategy:** Analyze and evaluate current Park Maintenance Service Levels to ensure they are effective, efficient, safe, and meeting community expectations.

**F. Strategy:** Develop, communicate, and begin implementation of an Americans with Disabilities Act (ADA) Transition Plan.



### ▶▶▶ 3.3 GOAL: Finalize and complete the construction of Phase 1 of the Arneill Ranch Park Master Plan.

**A. Strategy:** Finalize construction documents, request for bids and build Phase 1 of the Arneill Ranch Park Master Plan.

**B. Strategy:** Continue to explore grant opportunities and/or community partnerships to build future phases of Arneill Ranch Park.



### ▶▶▶ 3.4 GOAL: Update the Freedom Park Master Plan to include the entire property and amenities.

**A. Strategy:** Develop program and preliminary design for future phases of the Freedom Park Master Plan.

**B. Strategy:** Evaluate and assess projects to include energy efficiencies, ADA upgrades, and safety considerations.

**C. Strategy:** Assess funding and prioritize park improvements to Freedom Park to include Freedom Center, Freedom Pool, and the Pavilion/Concession area.

**D. Strategy:** Continue pursuing funding opportunities with Community Partners.



## 4.0 Programming Clarity

*Element Objective: To provide an inclusive range of high-quality passive and active recreational programs and opportunities to our entire community.*

### ▶▶▶ 4.1 GOAL: Ensure the Right Core Program Mix using State and National Recreation and Park Standards for Recreation Program Planning to balance the expansion of programs and related services in the areas of greatest demand of targeted age groups with current programs.

**A. Strategy:** Complete a formal Recreation Program Plan clarifying the essential elements of the programming process to include but not limited to processes and procedures, performance standards and evaluation metrics, marketing outreach, and community engagement. The plan will provide programming in four key areas – physical, artistic, environmental, and social – at a level where high quality can be ensured. The plan will include culturally diverse, inclusive-focused, and intergenerational programming.

**B. Strategy:** Develop connections between programming in the community/ neighborhood park system that will also adapt programming to busy lifestyles and make it easier for individuals and families to participate.

**C. Strategy:** Enrich program delivery by providing and/or partnering with others to provide programming and services that support recreation and learning for the community.

**D. Strategy:** Identify and reduce physical and financial barriers to participation in programming.

**E. Strategy:** Seek to ensure recreation opportunities are available for persons with disabilities.



▶▶▶ **4.2 GOAL: Implement an updated Recreation Management System tailored for the District's size, facilities, and programming needs.**

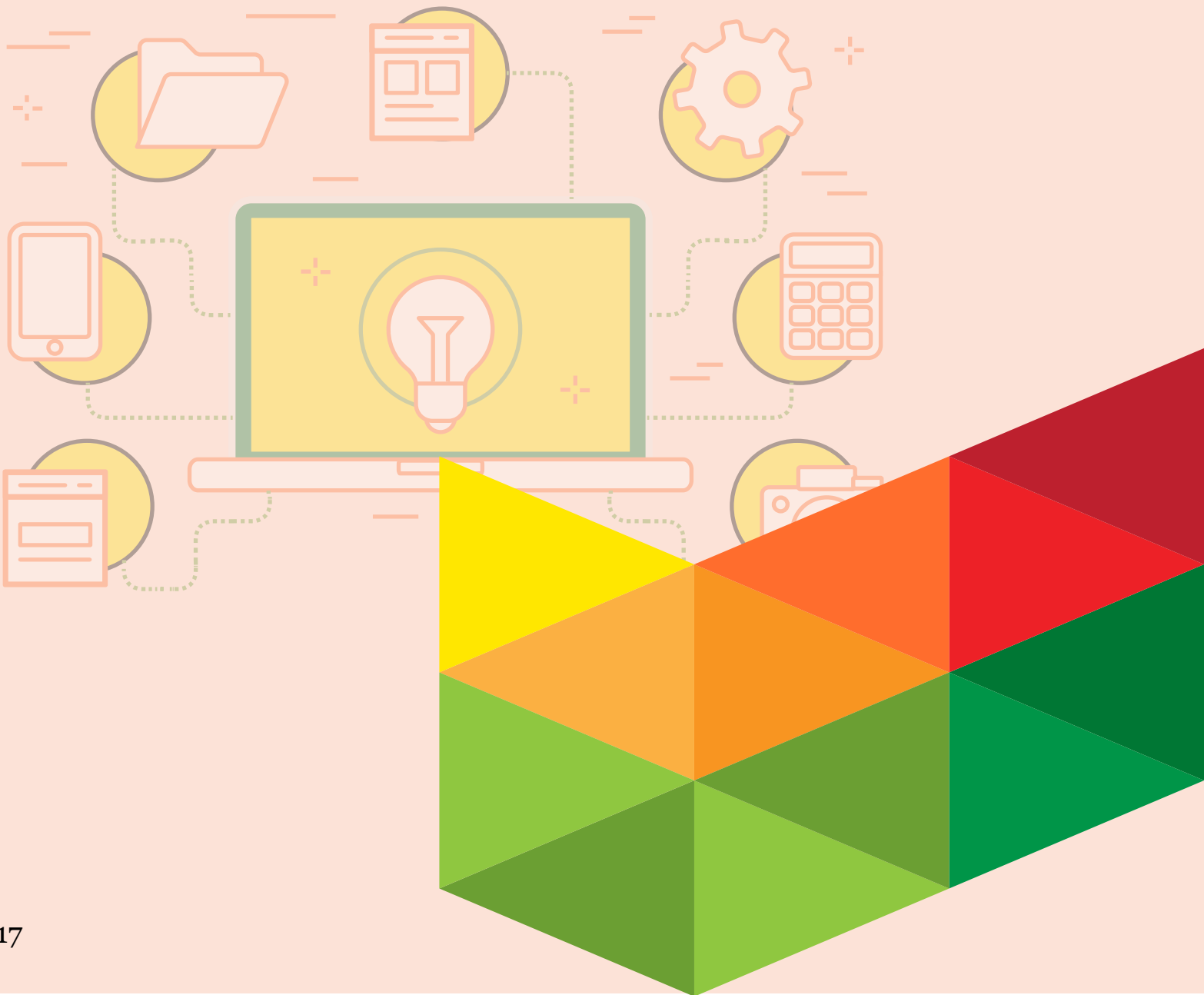
**A. Strategy:** Complete the RFP process during the 2021 fiscal budget.

**B. Strategy:** Implement new software prior to signing a renewal agreement with ActiveNet.

**C. Strategy:** Identify a transition plan to the new platform to include a timeline and work plan.

**D. Strategy:** Implement and provide a training program for the new software system.

**E. Strategy:** Develop and implement a communications and outreach plan to the public informing of the installation of a new system and educating on how to take advantage of it.



▶▶▶ **4.3 GOAL: Provide easily accessible information and effective community outreach through a strategic marketing and community engagement program.**

**A. Strategy:** Engage and involve residents in identifying program, service and facility needs through participant satisfaction surveys.

**B. Strategy:** Create and implement inclusive communication strategies to provide timely, accurate information to residents and park visitors.

**C. Strategy:** Enhance technology to engage the community by sharing information more effectively and efficiently across the organization and with the community.

**D. Strategy:** Develop and implement a formal Customer Service Program, including training, to ensure customer service techniques are applied effectively and consistently across the organization.

**E. Strategy:** Effectively utilize technology to make program and pavilion registration easy.

**F. Strategy:** Implement the 2021 Marketing Plan supporting the implementation of the previously mentioned strategies.

**G. Strategy:** Increase our marketing presence in local community events and gatherings.







▶▶▶ **4.4 GOAL: Enhance community connections by fostering collaborative partnerships that leverage strengths and resources to enrich the recreation experience.**

**A. Strategy:** Build, maintain and support relationships with local non-profit organizations engaged in activities consistent with the District’s mission. Look for collaborative opportunities to expand services and fulfill unmet needs.

**B. Strategy:** Develop, maintain, and enhance relationships with other government agencies serving our community such as but not limited to the County of Ventura, national and state parks, Pleasant Valley School District, Santa Monica Mountains Conservancy, City of Camarillo, California State Channel Islands, and Camarillo Health Care District.

**C. Strategy:** Foster relationships with Conejo Recreation & Park District and Rancho Simi Recreation & Park District to share best practices and discuss issues affecting neighboring recreation and park districts.

**D. Strategy:** Provide volunteer opportunities that are meaningful to individuals of all ages and families.

**E. Strategy:** Assist the non-profit Foundation for Pleasant Valley Recreation & Parks, to foster long-term success and strong financial support from the community so that it can sustain itself and provide a meaningful benefit to the Pleasant Valley Recreation & Park District.

## 5.0 Employee Morale and Succession Plan

*Element Objective: Attract and retain the best staff through appropriate compensation, training, resource provisions, succession planning, and opportunities for individual development in a safe working environment.*

### ▶▶▶ 5.1 GOAL: Position the District to attract and retain high-quality employees.

**A. Strategy:** Explore and implement innovative tools and strategies to maximize recruitment opportunities.

**B. Strategy:** Seek, encourage, and reward employees who strive for professional certification opportunities related to but not required for their work role (i.e., Certified Playground Safety Inspector, Certified Park and Recreation Professional, Water Safety Instructor etc.).

**C. Strategy:** Conduct a salary survey to ensure staffing levels, positions, and benefit and compensation packages are competitive with comparable labor markets.

**D. Strategy:** Evaluate and revise the on-boarding process and procedures for all District employees to ensure employees begin their tenure with a thorough introduction of the District's vision, mission, core values, services provided, organizational structure, and available resources.

**E. Strategy:** Create a cross-divisional and cross-departmental system of employee cross training to provide employees with the knowledge, awareness, and confidence in information of overall District operations.

**F. Strategy:** Establish an Employee Wellness Committee to encourage and assist employees with creating and maintaining a healthy lifestyle in the workplace.





▶▶▶ **5.2 GOAL: Continue cultivating an organizational structure that provides a positive, supportive working environment which promotes productivity, high morale, and professional development for employees during times of increased demands on parks, open space, and programming.**

**A. Strategy:** Clearly define Roles and Expectations to ensure every employee will clearly know what their individual duties and responsibilities are.

**B. Strategy:** Conduct a formal annual staff evaluation program.

**C. Strategy:** Conduct a staffing Needs Assessment to determine current skills, interests, values of current staff, and if the appropriate structure and level of personnel is in place to meet the needs of the organization and expectations of the community. In addition to an assessment of current job strength and areas of improvement, identify and review potential options for next steps (training, positions within the organization).

**D. Strategy:** Establish an Employee Recognition Committee consisting of cross-departmental representation to explore and implement new methods and strategies recognizing employees for their exemplary work performance and acts of service to the District.

**E. Strategy:** Promote and support professional development opportunities that strengthen the core skills and commitment from staff, Board members and key volunteers, to include trainings, materials and/or affiliation with but not limited to the National Recreation & Park Association (NRPA), the California Special Districts Association (CSDA), and the California Park & Recreation Society (CPRS).

**F. Strategy:** Implement updated employment practices that increase the diversity of the District.

**G. Strategy:** Provide consistent training for all supervisors and managers in personnel management skills.



▶▶▶ **5.3 GOAL: Develop an improved culture of open communication across departments and improve common vision and understanding of the District's Mission and Goals.**

**A. Strategy:** Create procedures and templates for internal communication memorandums and meeting agendas to ensure consistency in both branding and messaging throughout the entire organization.

**B. Strategy:** Create and utilize interdivisional and interdepartmental project teams to address issues and special projects and empower them to develop solutions that improve the management of facilities and human resources.

**C. Strategy:** Continue to use Microsoft Teams, Zoom and other technology to reinforce face-to-face communication, collaboration, and understanding of other departmental processes.

**D. Strategy:** Regularly track and report progress on Strategic Plan Goals and Strategies.

**E. Strategy:** Establish an Employee Morale & Communications Committee to develop feasible methods, recommendations, and solutions for boosting employee engagement, feedback, and communication.





## ▶▶▶ **5.4 GOAL: Create and implement a Workforce Succession Plan to ensure the continued performance and operations of the Pleasant Valley Recreation & Park District.**

**A. Strategy:** Complete a Human Resource talent inventory of positions and expected separation retirement timelines.

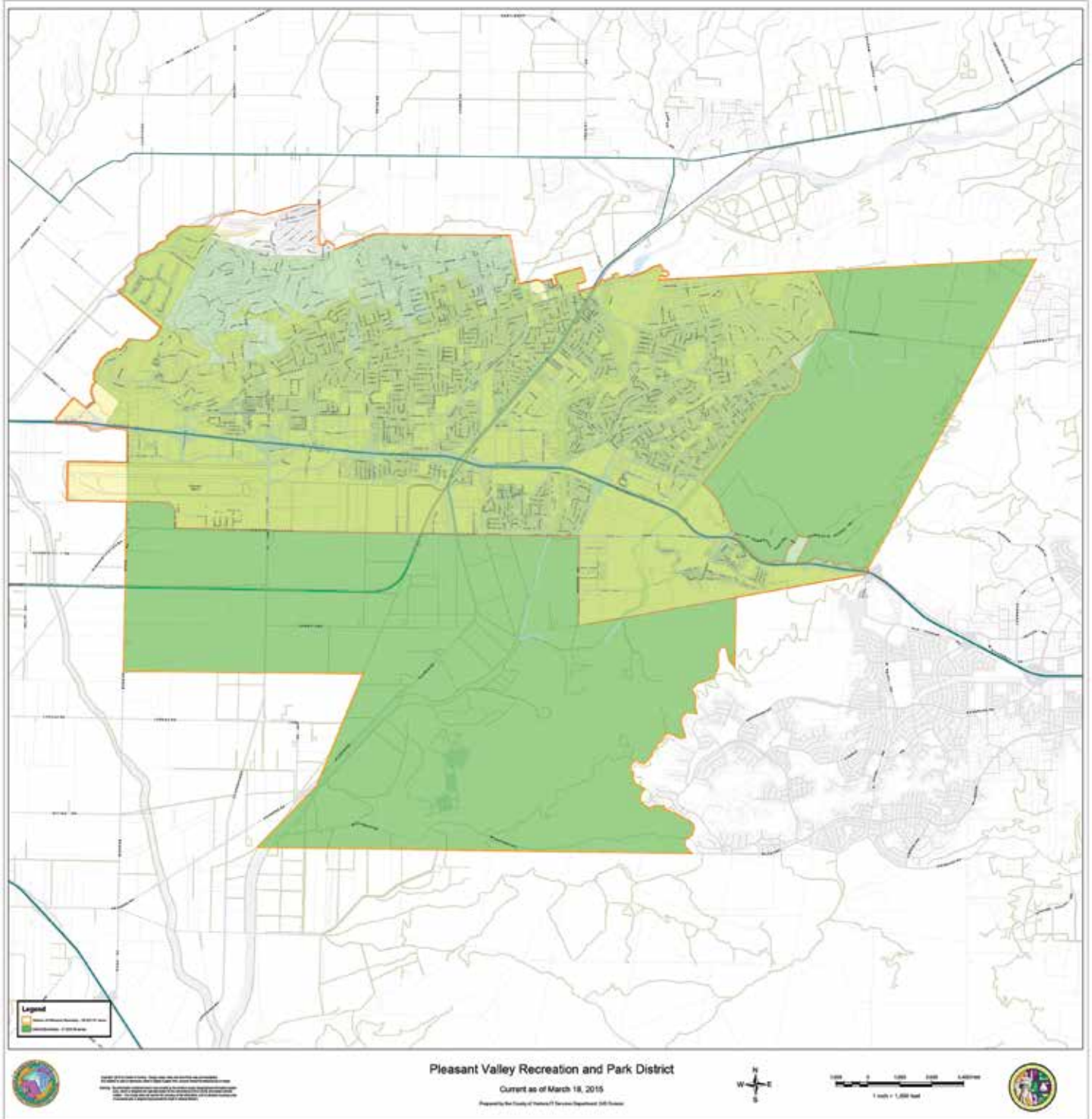
**B. Strategy:** Create a succession plan for the next three to five years to include: critical positions, identification of the specific skill sets that will be needed to satisfactorily perform the key roles, determine readiness level of current employees and identify any gaps in competencies or skill sets. Once established it should be reviewed annually.

**C. Strategy:** Ensure the systematic and long-term development of individuals to replace key job incumbents and to ensure high quality replacements for those individuals who currently hold positions that are key to our organization's success.

**D. Strategy:** Formalize standard operating procedures (SOPs) to include organizational chart, operation manuals (daily functions), IT manual, employee handbook, training programs, and skill retention (trainings).

**E. Strategy:** Ensure an adequate knowledge base is preserved while management and leadership is transitioned and populated with new skills and talents.

# F. District Boundary Map



# G. Strategy Overview

	YEAR 1 2021/2022	YEAR 2 2022/2023	YEAR 3 2023/2024	YEAR 4 2024/2025	YEAR 5 2025/2026
<b>1.0 SUSTAINED FINANCIAL STABILITY</b>					
<b>1.1 Review Costs, Revenues, and Subsidies for Programs and Rentals</b>					
A. Conduct Holistic Fee Study & Cost Recovery	X	X			
B. Develop Sustainable Funding Sources	X	X	X	X	X
<b>1.2 Utilize Best Accounting Practices and Forecast and Optimize Revenue While Controlling Expenditures</b>					
A. Create Five Year Financial Plan			X		
B. Two Year Budget			X		
C. Evaluate Management and Financial Svc.	X	X	X	X	X
D. Reserve Funds	X	X	X	X	X
E. Contribute to Unfunded Liability		X	X	X	
<b>1.3 Identify Additional Sources of Revenue to Reduce the Reliance on Property Tax</b>					
A. Work with Partners Implement Park Ordinance	X				
B. Somis Annexation	X	X	X		
C. Promote Film Industry	X	X			
D. District Properties as Wedding Venues		X			
E. Capturing Adequate Revenue	X				
F. Create Reciprocal Opportunities			X	X	X
G. Hire Development Analyst	X	X			
<b>1.4 Create Green Initiatives and Sustainability Program to Encourage More Efficient Design and Usage of Our Park System</b>					
A. Incorporate Practices in Design of Parks	X	X	X	X	X
B. Increase Opportunities with Green Space			X	X	X
C. Identify, Conserve, Create Wildlife Habitats			X		
D. Incorporate Interpretive Signage			X		
E. Convert District Lighting to LED	X	X			
F. Purchase Reduced or Zero Emission Veh			X		
<b>1.5 Adopt New Time and Cost Saving Information Technologies to Improve Efficiencies of District and IT Operations</b>					
A. Explore, Advance and Modernize IT		X	X	X	X
B. Secure IT Infrastructure		X			
C. Enhance Collaboration Across District			X	X	X
D. Increase Availability of Access to Information		X	X	X	X
E. Increase Use of Data Analytical Tools	X	X	X	X	X
F. Establish Streamlined Policy and Gov Proc.	X	X			
G. Evaluate and Provide Necessary Tools	X	X	X	X	X
<b>2.0 A NEW SENIOR/COMMUNITY CENTER</b>					
<b>2.1 Develop a Community Center Plan That Lays the Foundation For Both Operational and Facility Programming</b>					
A. Reengage the City of Camarillo	X				
B. Reengage LPA	X				
C. Retain Consulting Firm Explore Voter		X			
D. Identity Features and Amenities		X	X		
<b>2.2 Develop Strategies That Ensure Successful Bond Campaign Outcomes</b>					
A. Retain Consulting Firm to Lead Ballot Measure		X			
B. Develop Needs Statement of Project		X			
C. Comprise Citizen Groups		X			
D. Develop and Implement Communication		X			
<b>2.3 Upon Completion of the Final Design, Ensure the New Center Provides a Center of Focus for the Entire Community</b>					
A. Design and Implement Community Center				X	X
B. Tailor Programs and Services to Demographics				X	X
C. Provide Programs for Family Members				X	X
D. Select and Implement New RMS System	X				
E. Ensure Financial Sustainability		X	X	X	X
<b>3.0 COMPLETION OF OUTSTANDING PROJECTS</b>					
<b>3.1 Renovate and Modernize Existing Parks and Recreational Facilities</b>					
A. Update CIP		X			
B. Implement Sustainable, Long-Term Plan			X		
C. Systematically Develop Activity Plans	X	X	X	X	X
D. Develop Sustainable Spending Practices		X	X	X	X
E. Repurpose Existing Rec Facilities				X	X
<b>3.2 Complete a Comprehensive Parks Master Plan</b>					
A. Complete Comprehensive PVRPD Parks Master Plan		X	X		
B. Pursue Public and Private Partnerships	X	X	X	X	X
C. Obtain Grant Funding	X	X	X	X	X
D. Utilize Pending Results of 2020 Census		X	X	X	X
E. Analyze and Evaluate Current Park Maintenance			X	X	X
F. Develop Maintain ADA Transition Plan	X	X			
<b>3.3 Finalize and Complete the Construction of Phase 1 of Arneill Ranch Park Master Plan</b>					
A. Finalize Arneill Ranch Park Master Plan	X				
B. Continue to Explore Grant Opportunities	X	X	X	X	X
<b>3.4 Update the Freedom Park Master Plan to Include the Entire Property and Amenities</b>					
A. Develop Future Design Freedom Park MP				X	
B. Evaluate and Assess Process Energy, ADA	X	X			
C. Assess Funding Park Improvements Freedom				X	X
D. Continue Pursuing Funding from Community	X	X	X	X	X

	YEAR 1 2021/2022	YEAR 2 2022/2023	YEAR 3 2023/2024	YEAR 4 2024/2025	YEAR 5 2025/2026
<b>4.0 PROGRAMMING CLARITY</b>					
<b>4.1 Ensure the Right Core Program Mix Using State and National Recreation and Park Standards</b>					
A. Complete Formal Rec Plan				X	
B. Develop Connections – Busy Lifestyles			X		
C. Enrich Program Delivery		X	X	X	X
D. Identify Physical and Financial Barriers		X	X	X	X
E. Ensure Rec Opportunities for Disabled			X	X	X
<b>4.2 Implement and Updated Recreation Management System Tailored for the District's Size, Facilities, and Programming Need</b>					
A. Complete RPF Process	X				
B. Implement New Software	X				
C. Identify Transition Plan	X				
D. Training for New Software	X				
E. Develop and Implement Outreach to Public	X				
<b>4.3 Provide Easily Accessible Information and Effective Community Outreach Through a Strategic Marketing and Community Engagement Program</b>					
A. Engage and Involve Residents	X	X	X	X	X
B. Create and Implement Inclusive Communication	X	X	X	X	X
C. Enhance Technology		X	X	X	X
D. Develop and Implement Formal Customer Service	X	X	X	X	X
E. Utilize Technology	X				
F. Implement 2021 Marketing Plan	X	X	X	X	X
G. Increase Marketing Presence in Community	X	X	X	X	X
<b>4.4 Enhance Community Connections by Fostering Collaborative Partnerships that Leverage Strengths &amp; Resources to Enrich the Recreation Experience</b>					
A. Build Relationships with Non-Profits	X	X	X	X	X
B. Develop Relationships with Other Government	X	X	X	X	X
C. Foster Relationships with CRPD & RSRPD	X	X	X	X	X
D. Provide Volunteer Opportunities	X	X	X	X	X
E. Provide Foundation Assistance	X	X	X	X	X
<b>5.0 EMPLOYEE MORALE AND SUCCESSION PLAN</b>					
<b>5.1 Position the District to Attract &amp; Retain High-Quality Employees</b>					
A. Explore and Implement Recruitment		X	X		
B. Seek, Encourage, Employees Who Strive for Prof. Opportunities/Train.		X	X	X	X
C. Conduct Salary Survey		X	X		
D. Revise Onboarding Process		X	X		
E. Create a Cross-Departmental System to Provide Employees With District Wide Knowledge				X	
F. Establish Employee Wellness Committee			X		
<b>5.2 Continue Cultivating an Organizational Structure that Provides a Positive Working Environment</b>					
A. Define Roles and Expectations	X	X	X	X	X
B. Conduct Formal Annual Staff Evaluation	X	X	X	X	X
C. Conduct a Staffing Needs Assessment: Skills, Interests, Values of Current Staff	X	X			
D. Establish Employee Recognition Committee	X				
E. Promote and Support Professional Development	X	X	X	X	X
F. Implement Updated Employment Practices	X	X	X	X	X
G. Provide Consistent Training for Supervisors	X	X	X	X	X
<b>5.3 Develop an Improved Open Communication Across all Departments</b>					
A. Create Procedures for Internal Communication	X				
B. Create and Utilize Interdivisional/Interdepartmental Project Teams	X	X			
C. Continue to Use TEAMS, ZOOM	X				
D. Regularly Track and Report Strategic Plan	X	X	X	X	X
E. Establish Employee Morale and Community			X		
<b>5.4 Create and Implement a Workforce Succession Plan to Ensure Continued Performance</b>					
A. Complete HR Inventory of Positions	X				
B. Create Succession Plan		X			
C. Ensure Development of Individuals to Replace	X	X	X		
D. Formalize SOP's				X	
E. Ensure Adequate Knowledge is Preserved	X	X	X	X	X