

**PLEASANT VALLEY RECREATION & PARK DISTRICT
CONFERENCE ROOM
1605 E. BURNLEY ST., CAMARILLO, CALIFORNIA**

**LONG-RANGE PLANNING COMMITTEE
AGENDA**

**THURSDAY, July 16, 2026
4:00 PM**

- 1. CALL TO ORDER**
- 2. APPROVAL OF AGENDA**
- 3. PUBLIC COMMENTS**
- 4. 2027-2032 STRATEGIC PLAN DISCUSSION**
- 5. ORAL COMMUNICATIONS**
- 6. ADJOURNMENT**

Note: Written materials related to these agenda items 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 beginning the day preceding the Committee meeting.

Announcement: Should you need special assistance (i.e. a disability-related modification or accommodations) to participate in the Committee 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 us 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: LONG RANGE PLANNING COMMITTEE

FROM: MARY OTTEN, GENERAL MANAGER

DATE: July 16, 2026

**SUBJECT: REVIEW AND PROVIDE DIRECTION FOR THE
UPDATED 2027-2032 FIVE-YEAR STRATEGIC PLAN
GOALS**

BACKGROUND

The District maintains hundreds of acres of parks and facilities and offers a wide range of programming to thousands of residents in the Camarillo area every year. The District is committed to enriching lives through supporting active lifestyles, building community through special events, and programs.

In 2013 and 2021, the Board of Directors adopted Five-Year Strategic Plans to set District priorities. BHI Consulting assisted the District in developing both plans in collaboration with the Board, staff, and local community. These plans have served as key organizational management tools—establishing priorities, focusing energy and resources, strengthening operations, and ensuring that staff and the Board work collaboratively toward common goals.

At the May 2026 Board meeting, a Director requested that the proposed 2027–2032 Strategic Plan be reviewed and refined to make it more user-friendly and easier for the community to understand. The intent is to develop a plan that clearly communicates the District's priorities while improving readability, reducing unnecessary complexity, and creating a document that is more accessible to residents, stakeholders, staff, and the Board.

Updating the Strategic Plan will allow the District to define clear priorities, address emerging community needs, and ensure continued alignment between resources, operations, and long-range goals. Built upon the 2013 Strategic Plan, the District's 2021-2026 Strategic Plan consists of the following elements:

- A vision outlined for five (5) years.
- Mission statement that describes the work and purpose of the District.
- A set of six (6) values that drive the culture and operations of the District.
- Five Strategic Focus Areas that provide a framework of priorities in support of the mission and vision: Sustained Financial Stability, a New Senior/Community Center, Completion of Outstanding Projects, Programming Clarity, and Employee Morale and Succession Plan.
- 20 Goals across the Strategic Focus Areas, supported by 102 associated strategies that outline expected results.

ANALYSIS

As the 2021-2026 Strategic Plan approaches its conclusion, the Long-Range Planning Committee (“Committee”) has been meeting over the past several months to help guide the development of the updated plan. Based on discussions during the Board’s November Regular meeting, the following elements and areas of interest have been identified and approved as the key Strategic Focus Areas and Element Objectives for the updated **2027-2032** Strategic plan:

<u>Strategic Focus Area</u>	<u>Key Topics</u>	<u>Element Objective</u>
Fiscal Stability	Sound accounting practices, optimizing revenue, and controlling expenses	<i>Build Financial Resilience</i> by controlling expenditures, optimizing resources, and preparing for future needs.
Community Needs	Reservations, programming, priorities, gaps, etc.	<i>Meet Community Needs</i> by identifying priorities and gaps while boosting access, engagement, and participation through data-driven programs and outreach.
Infrastructure Improvements	Buildings, playgrounds, amenities, parking lots, park plans, etc.	<i>Increase Facility Capacity and Functionality</i> through strategic improvements and maintenance planning.
Connectivity	Mobility, trails, biking, charging stations, expansion, etc.	<i>Strengthen Connectivity and Access</i> by improving trails, mobility, communication, and regional partnerships.
Systematic Plans	Safety & Compliance (ADA, lighting, emergency action planning, etc.)	<i>Maintain Parks and Facilities</i> that are safe, compliant, and prepared for emergencies, supported by effective staff practices.

These Strategic Focus Areas and Element Objectives will guide the next phase of plan development. In response to Board direction, staff has refined the proposed framework to create a more streamlined, user-friendly document that improves clarity, reduces duplication, and better distinguishes between Strategic Focus Areas, Goals, Strategies, and future Action Steps.

The purpose of this discussion is for the Long-Range Committee to review the proposed strategic goals, provide feedback on their relevance and priorities, and offer direction to staff before preparation of the draft 2027–2032 Strategic Plan for future Board consideration.

FISCAL IMPACT

There is no fiscal impact associated with any general feedback being requested.

RECOMMENDATION

It is recommended that the Committee review the proposed strategic goals for 2027–2032, discuss their relevance and priorities, and provide direction to Staff on which goals should guide the development of the draft Strategic Plan.

ATTACHMENTS

- 1) Draft 2027-2032 Strategic Plan Goals & Action Steps (11 pages)
- 2) Updated Draft 2027-2032 Strategic Plan Goals & Action Steps (14 pages)

Draft Strategic Goals & Action Steps

Strategic Element

Strategic Goals

1.0 Fiscal Stability

1.1 Maintain strong, transparent financial practices that promote fiscal sustainability, operational efficiency, and responsible stewardship of public resources.

Action Steps:

- a. Conduct annual comprehensive review of all revenues and expenditures to identify trends, ensure alignment with budget goals, mission, and provide transparent reporting to the Board and community.
- b. Provide staff training on budgeting, purchasing, and to include budgeting, purchasing, CUPCCA compliance to strengthen operational efficiency.
- c. Develop a comprehensive, public-facing budget book and complementary educational materials (such as infographics, summaries, FAQs, or short videos) to improve transparency and clearly communicate how the District plans and allocates resources.
- d. Assess the feasibility of an online budget library to centralize current and past financial documents and resources, improving transparency, accessibility, and public understanding of District finances.

1.2 Optimize and diversify revenue streams to enhance financial resilience that supports District programs and facilities.

Action Steps:

- a. Pursue grant opportunities to secure additional funding for programs and facilities.
- b. Evaluate annexation opportunities such as Somis and Santa Rosa to expand the District's revenue base.
- c. Review sponsorships and volunteer opportunities to identify new funding sources and community support initiatives.
- d. Align facility enhancements with revenue opportunities by continuing to develop indoor and outdoor spaces that meet community demand for special event rentals, such as weddings, filming, and other private or public gatherings.
- e. Review and improve the grant process to ensure it is effective, efficient, and fosters collaboration across departments, maximizing the District's ability to secure external funding.
- f. Evaluate and pursue strategies to optimize and diversify revenue streams to strengthen financial resilience and support District programs and facilities, while maintaining transparency and fiscal responsibility.

Draft Strategic Goals & Action Steps

1.0 Fiscal Stability

1.3 Control and monitor expenditures through efficient budgeting and ongoing financial review to ensure effective use of District resources.

Action Steps:

- a. Evaluation of equipment for repair or replacement to ensure cost-effective maintenance and operational efficiency.
- b. Review inventory control practices to identify improvements and implement best practices. Review for best practices.
- c. Analyze Financial Performance Metrics to identify trends, optimize operations, and support informed decision-making.

1.4 Ensure long-term financial stability through planning and reserve management.

Action Steps:

- a. Review and update the Reserve Policy to maintain appropriate levels for long-term stability.
- b. Conduct an annual review of CalPERS contributions (additional payment) to ensure payments align with financial goals and obligations.
- c. Develop a 5-Year financial forecast to anticipate future needs, guide planning, and support sustainable decision-making.
- d. Evaluate staffing turnover and training needs to anticipate associated costs, optimize workforce retention, and ensure staffing expenses are aligned with long-term financial planning and stability.

1.5 Promote sustainability by incorporating environmentally responsible practices into District operations and programs.

Action Steps:

- a. Implement Turf Mitigation practices to reduce water use and environmental impact.
- b. Evaluate the feasibility of LED Sports lights for sports complexes as well as BMX, Hockey, and RC facilities, to increase energy efficiency and cost savings.
- c. Assess Vehicle Fleet and small tool equipment options by comparing electric versus gas-powered for operations.
- d. Enhance Recycling programs at District facilities to improve waste diversion.
- e. Optimize waste management and sustainable procurement by reviewing trash and recycling receptacles in parks and implementing cost-effective, environmentally responsible purchasing practices for equipment, parts, and supplies to reduce waste and support sustainable operations.
- f. Assess staffing and operational structures to ensure resources are efficiently allocated, workloads are balanced, and programs are managed effectively in a sustainable manner.

Draft Strategic Goals & Action Steps

2.0 Community Needs

2.1 Conduct regular community surveys to guide data-driven planning and respond to evolving needs.

Action Steps:

- a. Identify Best Practices for Feedback Collection to gather meaningful input on programs, rentals, and facilities.
- b. Establish a Survey Schedule with defined timelines and frequency to ensure consistent, data-driven insights.
- c. Develop a baseline Community Survey to assess community perceptions of the District. Deploy via QR Codes in dog parks, sports parks, and facility rentals, and re-evaluate annually to track changes over time.
- d. Develop targeted, effective surveys, and ensure each survey is purpose-driven and clearly structured to gather the intended information, with mechanisms to analyze responses and inform decision-making.

2.2 Enhance and evaluate reservation systems to improve accessibility, efficiency, and user satisfaction.

Action Steps:

- a. Assess and explore online and self-service options that allow customers to independently complete facility reservations, improving accessibility, convenience, and operational efficiency.
- b. Evaluate current reservation process (online & paper) to identify inefficiencies and opportunities for improvement.
- c. Gather community feedback to inform system enhancements and increase user satisfaction.
- d. Explore a fully self-service reservation system, allowing customers to complete reservations without staff involvement.
- e. Implement and adopt an updated reservation system based on the results of prior evaluations, feasibility studies, and community feedback to improve accessibility, efficiency, and user satisfaction.

2.0 Community Needs

2.3 Pilot new programming based on community input to test innovative ideas, meet emerging interests, and evaluate effectiveness before full-scale implementation.

Action Steps:

- a. Establish a community input process to gather ideas and identify emerging interests.
- b. Assess community needs and participation trends (including after-school programming) to identify gaps and opportunities, and develop a structured timeline for pilot programs that defines duration, scheduling, and evaluation periods.
- c. Create a successful evaluation matrix to measure outcomes and inform full-scale implementation.

Draft Strategic Goals & Action Steps

2.0 Community Needs

- d. Expand collaborative programming partnerships by working with existing partners (schools, nonprofits, etc.) to co-develop pilot programs and leverage shared resources and expertise.

2.4 Develop a Community Engagement Plan to increase District exposure, visibility, and raise awareness of District programs, services, and initiatives.

Action Steps:

- a. Map outreach opportunities by identifying key events and developing a calendar for community engagement.
- b. Review and update the current engagement plan to ensure alignment with strategic goals.
- c. Define outreach objectives to clarify the purpose and desired outcomes of engagement efforts.
- d. Assess and plan social media engagement by evaluating current performance and creating a content calendar.
- e. Enhance public awareness by developing consistent communication strategies to advertise events and programs through newsletters, signage, social media, and community channels to maximize participation.
- f. Organize Brown Bag sessions with community agencies and organizations to provide additional information, foster relationships, and encourage collaboration.
- g. Evaluate the feasibility of a District internship program focused on marketing, communications, or social media to expand outreach capacity and provide community engagement support.

2.5 Expand and enhance education and engagement opportunities by offering programs and resources to inform residents and encourage active community participation.

Action Steps:

- a. Offer topic-focused Educational Programs delivered in person (i.e., facilities, parks, etc.) on topics such as recycling, turf mitigation, and water conservation, and other community interests.
- b. Implement Community benefit projects by organizing events like tree shredding, Firewise garden initiatives, or habitat restoration projects that encourage participation and stewardship.
- c. Explore and establish educational partnerships with schools, KidSTREAM, and other community organizations to expand learning opportunities in STEM, nature, and other relevant subjects, enhancing resident engagement and community participation.
- d. Develop an annual hands-on training and volunteer engagement program in partnership with Parks to provide interactive learning opportunities (trail clean-ups, garden maintenance, park beautification, etc.) and promote community stewardship.

Draft Strategic Goals & Action Steps

- e. Promote accessibility and inclusive outreach to ensure programs and resources are accessible to all community members, including underserved populations and residents with disabilities.
- f. Expand digital and online engagement to include webinars, social media campaigns, instructional videos, and other online resources to reach residents who may not participate in on-site programs.

3.0 Infrastructure Improvements

3.1 Maintain and refine a Capital Improvement Plan to guide strategic facility upgrades and expansions.

Action Steps:

- a. Conduct an Annual review of the Capital Improvement Plan to ensure it reflects current needs and priorities.
- b. Develop a facility replacement and upgrade schedule to prioritize projects based on condition, usage, and impact.
- c. Monitor project progress and outcomes to track implementation, adjust timelines, and ensure alignment with strategic goals.

3.2 Establish a Deferred Maintenance Plan to prioritize and address facility and infrastructure needs.

Action Steps:

- a. Compile a comprehensive deferred maintenance list to identify all facility and infrastructure needs.
- b. Annually review and prioritize projects based on urgency, schedule, and available resources.
- c. Implement monitoring and reporting to track progress, adjust priorities, and ensure timely completion of maintenance projects.

3.3 Develop Standardized Design Guidelines for all current and future facilities to ensure consistent, accessible, sustainable, and user-friendly designs across the District.

Action Steps:

- a. Evaluate current design practices to identify gaps and opportunities for standardization.
- b. Establish design standards based on current code, accessibility requirements, and sustainability best practices.
- c. Create standardized construction details for all new builds and facility replacement.
- d. Develop guidelines for playground equipment and surfaces to ensure safety, accessibility, and consistency.
- e. Integrate review and approval processes to ensure all future projects adhere to the standardized design guidelines.

3.4 Expand and modernize facilities to enhance safety and overall user experience across District sites.

Draft Strategic Goals & Action Steps

Action Steps:

- a. Evaluate current parking lots for ADA, capacity, lighting, and drainage to identify improvement needs.
- b. Evaluate existing facilities to determine required modernization and upgrades to meet current safety standards.
- c. Develop a phased improvement to prioritize expansion and modernizations that enhance safety and user experience across all sites.
- d. Conduct user experience assessments through site observations, community feedback, and use the findings to inform facility design, modernization priorities, and future improvements.
- e. Assess the feasibility of providing Wi-Fi at select District facilities and parks to enhance visitor experience, support modern programming, and improve overall accessibility and convenience.

3.0 Infrastructure Improvements

3.5 Increase facility capacity and amenities to support growing community needs and inclusive recreation.

Action Steps:

- a. Evaluate opportunities for AV improvements to improve program delivery and user experience.
- b. Identify gaps in inclusive programming to ensure facilities meet diverse community needs.
- c. Assess current usage, including times, spaces, and capacity, to inform expansion and scheduling decisions.
- d. Develop and implement park beautification projects that enhance aesthetics, usability such as shade structures, seating, landscaping, and public art to improve the overall visitor experience.
- e. Identify and evaluate facility enhancements that support flexible, dual-use, and cross-programming, including add-ins, technology upgrades, and adaptable layouts, to maximize space utilization and accommodate multiple programs and user groups.

4.0 Connectivity

4.1 Develop Trails and Mobility Plans to improve connectivity, safety, and access across the District's trails and parkways.

Action Steps:

- a. Assess existing pathways for gaps, uneven surfaces, accessibility issues, and inconsistencies in sidewalks, trails, and parkways.
- b. Identify opportunities for new trail connections to evaluate potential locations for new pathways that would enhance connectivity between parks, neighborhoods, and community destinations.
- c. Conduct internal park and trail inventory to include review of all District parks and trails to document conditions, access points, and opportunities for enhancements or connections.
- d. Explore the creation of looped trail networks linking multiple parks and facilities to provide recreational, safe, and accessible routes.

Draft Strategic Goals & Action Steps

4.0 Connectivity

- e. Promote the trails planning process and expected outcomes to residents through public meetings, surveys, and digital communication to gather input.
- f. Seek partners, sponsors, or donors to provide interactive trail elements (signage, fitness stations, educational features) that enhance user experience.
- g. Establish an early communication process with the City and other governmental agencies to coordinate on trail and mobility issues, share project plans, and address potential impacts on connectivity, safety, and public access from the outset.

4.2 Enhance partnerships with government and regional agencies to support collaboration, resource-sharing, and community connectivity.

Action Steps:

- a. Review existing agreements with local and regional agencies to identify opportunities for expansion, improvement, or formalization of partnerships.
- b. Expand and strengthen partnerships with regional agencies institutions (including CSU Channel Islands, Santa Monica Mountains Conservancy, and VCC) by identifying reciprocal opportunities to share equipment, staffing, facilities, and expertise, and by co-developing joint programs, research initiatives, and community projects that align with District goals.
- c. Establish regular inter-agency meetings or communication channels to coordinate efforts, share best practices, and identify emerging opportunities for collaboration.
- d. Identify and explore additional collaborations with other regional educational institutions, healthcare providers, nonprofit organizations, or government agencies to further support programs, emergency response, or community initiatives.

4.3 Integrate technology and enhance internal communication to improve collaboration, streamline workflows, and operational efficiency.

Action Steps:

- a. Explore and implement digital reporting tools for the public to submit issues, concerns, or service requests efficiently.
- b. Develop and evaluate digital communication tools, including public-facing dashboards and digital signage to share timely updates, metrics, events, and facility information, improving transparency, visibility, and community engagement.
- c. Implement internal collaboration platforms by selecting and deploying digital tools (e.g., shared tools or workflow software) to streamline communication, task tracking, and centralized information.

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4.0 Connectivity

- d. Expand staff training on technology systems (i.e. Productive Parks, Amelia, Springbrook) to improve adoption, increase efficiency, and ensure consistent use of digital tools District-wide.
- e. Explore the utilization and feasibility of portable trailer signage for outreach to deploy for community events, or off-site locations to attract attention and communicate District messages.
- f. Evaluate the need to expand self-service kiosks across facilities to allow residents to register for programs, check schedules, or access information independently at multiple District sites.
- g. Assess the need for an interactive directory to help visitors navigate spaces (rooms), program information in real-time efficiently.

4.4 Community awareness and access through signage, wayfinding, maps, and communication strategies.

Action Steps:

- a. Evaluate and identify pathway opportunities to connect parks and other points of interest to enhance accessibility and connectivity.
- b. Evaluate and enhance wayfinding signage with distance markers and directional guidance between parks to improve navigation.
- c. Develop a communication and engagement strategy to promote park and trail access through the District website, social media, QR codes, seasonal campaigns, and interactive tools such as GeoCaching or mobile apps, informed by resident surveys and feedback.
- d. Survey and engage residents to identify desired information and features for a public-facing dashboard focused on parks, trails, and recreation.
- e. Evaluate the need for informational signage on trails and facilities that would indicate distances traveled, distance to next points, and other relevant information at hiking trails, parks, and key facilities to enhance awareness and navigation.
- f. Continue to explore and coordinate opportunities to develop bike and pedestrian connections to CSU Channel Islands, improving wayfinding, connectivity, and access between District parks, trails, and regional destinations.

4.5 Increase facility capacity and amenities to support growing community needs and inclusive recreation.

Action Steps:

- a. Evaluate opportunities for AV improvements to improve program delivery and user experience.
- b. Identify gaps in inclusive programming to ensure facilities meet diverse community needs.
- c. Assess current usage, including times, spaces, and capacity, to inform expansion and scheduling decisions.

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- d. Develop and implement park beautification projects that enhance aesthetics, usability such as shade structures, seating, landscaping, and public art to improve the overall visitor experience.
- e. Identify and evaluate facility enhancements that support flexible, dual-use, and cross-programming, including add-ins, technology upgrades, and adaptable layouts, to maximize space utilization and accommodate multiple programs and user groups.

5.0 Safety & Operational Plans

5.1 Create a Safety & Compliance Plan to maintain safe and well-managed facilities.

Action Steps:

- a. Conduct a Comprehensive Safety Audit - Evaluate all parks and facilities for hazards, code compliance/ ADA (self-assessment).
- b. Develop and Implement Standard Operating Procedures for clear guidelines for routine maintenance, incident reporting, to ensure consistent safety practices.
- c. Strengthen the Safety Committee's Role to develop and draft a proposal for key safety initiatives, including the E-Bike Safety Plan and other emerging risks.
- d. Train Staff and Standardized Internal Safety Procedures – by providing regular safety and compliance training as well as developing standardized internal safety checklists.
- e. Perform scheduled inspections of AED units, snack bars, kitchen areas, and pool facilities to ensure proper functionality, sanitation, code compliance, and usability.
- f. Evaluate and assess the need for a dedicated budget line for safety needs.
- g. Develop a Comprehensive Playground Asset Safety Management Plan to ensure they meet standards as well as implement a tracking system.

5.2 Advance the ADA Transition Plan to ensure prioritized accessibility improvements across all parks and facilities.

Action Steps:

- a. Conduct a thorough review of the current plan, including past assessments, identified barriers, completed improvements, and updated regulatory requirements.
- b. Verify accuracy of facility data and adjust priorities based on current conditions, community needs, and emerging accessibility standards.
- c. Develop a multi-year project schedule that prioritizes improvements by safety, impact, feasibility, and funding, with clear timelines, cost estimates, and department responsibilities to guide coordinated progress across all facilities.
- d. Evaluate progress each year by documenting improvements made, identifying remaining barriers, and updating timelines as needed.
- e. Provide ongoing training to staff on ADA requirements, accessible customer service, and inclusive program design.

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5.0 Safety & Operational Plans

- f. Review current ADA guidelines for compliance/updates to ensure the District's facilities and practices comply with the latest ADA requirements.

5.3 Develop Safety and lighting assessment tools to standardize lighting levels and visibility in parks and ensure consistent safety standards District-wide.

Action Steps:

- a. Assess existing lighting levels across parks, parking lots, and facilities to document current conditions.
- b. Identify and address areas (parks, parking lots, pathways, etc.) with inadequate lighting or not currently illuminated.
- c. Verify compliance with legal lighting standards to ensure required light levels are met District-wide.
- d. Evaluate sightlines and visibility to improve security, reduce blind spots, and enhance overall safety.

5.4 Review, update, and implement District-wide Emergency Action Plan for all major facilities and event sites.

Action Steps:

- a. Review existing Emergency Action Plans to assess accuracy, identify gaps, and ensure alignment with current safety standards and emergency procedures.
- b. Update plans and establish a centralized repository so each facility and event site has an up-to-date, easily accessible Emergency Action Plan for staff and responders.
- c. Evaluate the need for Emergency Supply Kits at all facilities, determining required contents and ensuring kits are properly stocked and maintained.
- d. Establish a communication and training process for Emergency Action Plans to ensure all staff, residents, and relevant stakeholders are informed, trained, and prepared to respond effectively during emergencies through accessible resources, notifications, and structured training sessions.
- e. Identify Community Resources for emergency support to include a comprehensive list of local resources, as well as establish points of contact and protocols for coordination during natural disasters.
- f. Develop and provide staff training on the updated Emergency Action Plan to ensure preparedness and effective response during incidents.

5.5 Strengthen organizational structure and foster a positive work environment to support staff effectiveness, collaboration, and engagement.

Action Steps:

- a. Update the performance evaluation process to ensure fair, consistent, and constructive feedback for all staff.

5.0 Safety & Operational Plans

Draft Strategic Goals & Action Steps

- b. Assess and Enhance Succession Planning to prepare for key role transitions and maintain organizational continuity.
- c. Evaluate staffing structure and growth opportunities by identifying potential new positions, employee rotation, and cross-training options to improve retention, provide career growth, and increase operational flexibility.
- d. Support Employee Recognition Initiatives by continuing collaboration with the Employee Recognition Committee to celebrate achievements.
- e. Review and enhance compensation and recognition programs, including extra pay for certifications, ongoing salary schedule adjustments (every 3–5 years), and employee recognition initiatives to maintain competitiveness, equity, and engagement.
- f. Review and strengthen staff training and development programs to support staff development, skill-building, and career growth. Incorporate internal hands-on training opportunities, such as cross-training, to increase operational knowledge, flexibility, and collaboration.

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Draft Strategic Goals & Action Steps

Strategic Element

Strategic Goals

1.0 Fiscal Stability

1.1 Maintain strong, transparent financial practices that promote fiscal sustainability, operational efficiency, and responsible stewardship of public resources.

Strategy A: Strengthen financial planning, monitoring, and reporting practices.

Action Steps:

1. Conduct an annual review of revenues and expenditures.
2. Analyze financial trends and performance metrics.
3. Present annual financial updates to the committees and Board.
4. Publish financial summaries for public review.

Strategy B: Enhance financial transparency and public understanding

Action Steps:

1. Develop a public-facing budget book.
2. Create financial infographics and educational materials
3. Evaluate creation of an online financial document library
4. Expand access to budget and financial information

Strategy C: Increase staff knowledge of financial management practices

Action Steps:

1. Develop annual training schedules
2. Provide training on budgeting, purchasing, and CUPCCA requirements
3. Track staff participation and completion rates

1.2 Diversify and strengthen revenue sources to support District services, facilities, and long-term financial sustainability.

Strategy A: Expand external funding opportunities.

Action Steps:

1. Review and improve grant development processes
2. Identify annual grant opportunities
3. Establish grant application timelines
4. Track grant success rates.

Strategy B: Develop alternative revenue-generating opportunities

Action Steps:

1. Evaluate sponsorship opportunities
2. Assess volunteer-supported initiatives
3. Review opportunities for special event rentals.
4. Identify facility enhancements that support revenue generation.

Strategy C: Evaluate opportunities to expand the District's revenue base

Action Steps:

Draft Strategic Goals & Action Steps

1.0 Fiscal Stability

1. Analyze annexation opportunities
2. Conduct feasibility assessments
3. Present findings to the Board

1.3 Manage expenditures effectively to maximize operational efficiency and responsible use of public resources.

Strategy A: Improve asset and inventory management practices.

Action Steps:

1. Review equipment replacement schedules
2. Maintain inventory tracking systems
3. Evaluate repair versus replacement decisions.

Strategy B: Monitor operational and financial performance

Action Steps:

1. Establish key performance indicators
2. Conduct annual operational reviews
3. Report findings and recommendations.

1.4 Ensure long-term financial stability through proactive planning and reserve management.

Strategy A: Maintain appropriate reserve levels and fiscal policies.

Action Steps:

1. Review and update Fiscal Policies (i.e., Reserve, Investment, Debt, etc.) a minimum of once every three to five years.
2. Evaluate reserve balances annually to ensure alignment with District financial goals
3. Present policy updates and reserve recommendations to the Board.

Strategy B: Strengthen long-range financial planning

Action Steps:

1. Develop a five-year financial forecast
2. Review CalPERS obligations annually
3. Monitor long-term financial trends

Strategy C: Align workforce planning with financial sustainability

Action Steps:

1. Review staffing turnover and workforce trends to identify current and future staffing needs
2. Assess workforce development and succession planning needs
3. Forecast future personnel costs and budget impacts.
4. Review staffing levels to align with operational priorities.

1.5 Promote sustainable operations and resource management.

Strategy A: Improve water and energy efficiency

Action Steps:

1. Implement Turf Mitigation projects
2. Evaluate the feasibility of LED lighting opportunities to include sport complexes.

Draft Strategic Goals & Action Steps

3. Monitor utility consumption and identify opportunities to increase energy efficiencies (i.e., HVAC, refrigeration, appliances, automation).

Strategy B: Promote sustainable operations and resource management

Action Steps:

1. Evaluate vehicle fleet alternatives and small tool equipment options
2. Expand Recycling programs at District facilities to improve waste diversion.
3. Optimize waste management and sustainable practices

Strategy C: Support organizational sustainability through operational planning.

Action Steps:

1. Assess staffing and operational structures to ensure resources are efficiently allocated.
2. Review workload distribution to improve efficiency and balance resources
3. Identify and implement operational efficiencies to enhance service delivery.

2.0 Community Needs

- 2.1** Utilize community feedback and data-driven decision-making to identify and respond to evolving community needs.

Strategy A: Implement a comprehensive community engagement and feedback program.

Action Steps:

1. Establish a district-wide survey schedule.
2. Develop standardized survey templates.
3. Deploy annual community perception surveys
4. Utilize QR codes and digital tools to collect feedback.
5. Analyze and report survey findings annually.

Strategy B: Enhance data collection and evaluation practices.

Action Steps:

1. Identify key performance indicators for programs and facilities.
2. Develop reporting dashboards and tracking tools.
3. Analyze participation and usage trends.
4. Incorporate findings into annual planning efforts.

- 2.2** Provide accessible, efficient, and customer-focused systems to improve the user's experience.

Strategy A: Modernize reservation and registration systems.

Action Steps:

1. Evaluate current reservation processes
2. Identify opportunities for self-service functionality
3. Assess software enhancements and integrations
4. Implement approved system improvements.

Draft Strategic Goals & Action Steps

2.0 Community Needs

Strategy B: Improve customer accessibility and convenience District-wide

Action Steps:

1. Identify barriers to accessing District programs, services, and facilities (online and onsite).
2. Expand digital and self-service options to improve customer convenience. offerings
3. Monitor customer satisfaction and system performance to guide continuous improvement.

2.3 Develop and expand programs, services, and experiences that reflect community interests and emerging needs.

Strategy A: Utilize community input to guide program development

Action Steps:

1. Establish procedures for collecting program ideas and identify emerging interests.
2. Review participation trends annually.
3. Identify service gaps and emerging interests.
4. Prioritize new program opportunities.

Strategy B: Pilot and evaluate innovative recreation and educational programs.

Action Steps:

1. Develop pilot program criteria
2. Establish evaluation measures
3. Conduct pilot programs
4. Analyze outcomes and determine long-term viability.

2.0 Community Needs

2.4 Increase public awareness, participation, and understanding of District programs, services, and initiatives.

Strategy: A: Implement a comprehensive community engagement and communication plan.

Action Steps:

1. Develop annual outreach objectives and desired outcomes
2. Create a community engagement calendar
3. Identify key community events and outreach opportunities
4. Conduct annual review of engagement efforts to ensure alignment with strategic goals.

Strategy B: Expand marketing and public information efforts.

Action Steps:

1. Develop and implement content calendars for social media platforms
2. Enhance newsletters and digital communications to improve public awareness.
3. Increase promotion of District programs, facilities, and operations through multiple communication channels.

Draft Strategic Goals & Action Steps

4. Evaluate communication effectiveness through engagement metrics.

Strategy C: Strengthen relationships with community organizations and stakeholders.

Action Steps:

1. Facilitate regular community partner meetings
2. Conduct educational and informational (Brown Bag) outreach sessions on District programs and initiatives.
3. Identify and develop collaborative outreach opportunities
4. Maintain ongoing communication to strengthen community relationships and engagement.

- 2.5 Promote lifelong learning, community stewardship, and inclusive participation opportunities.

Strategy A: Expand educational and community enrichment opportunities.

Action Steps:

1. Develop educational workshops and presentations
2. Explore STEM, environmental, and recreation-based learning opportunities.
3. Expand partnerships with schools and community organizations.
4. Evaluate participation and community interest.

Strategy B: Increase volunteerism and community stewardship.

Action Steps:

1. Develop volunteer engagement programs
2. Organize park beautification and environmental projects
3. Promote community service opportunities
4. Track volunteer participation and outcomes.

Strategy C: Promote accessibility, inclusion, and equitable participation.

Action Steps:

1. Review programs and services for accessibility
2. Identify underserved populations
3. Expand inclusive outreach efforts
4. Evaluate participation levels and barriers to access.

Strategy 2.5.4: Expand digital education and engagement opportunities

Action Steps:

1. Develop webinars and virtual learning opportunities.
2. Create instructional videos and online resources.
3. Expand digital engagement platforms.
4. Monitor participation and effectiveness.

3.0 Infrastructure Improvements

- 3.1 Maintain a comprehensive planning framework to guide facility investments, capital improvements, and long-term asset management .

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Strategy A: Maintain and update long-range capital planning documents.

Action Steps:

1. Conduct annual reviews of the Capital Improvement Plan
2. Identify and prioritize future capital projects.
3. Align capital investments with community needs and strategic priorities
4. Report CIP progress and updates to the Board annually.

Strategy B: Strengthen asset management and facility lifecycle planning: (Long-term planning and decision-making)

Action Steps:

1. Develop and maintain facility replacement schedules
2. Establish asset condition assessment standards and performance measures
3. Track facility lifecycle costs and replacement needs
4. Maintain current asset inventories and long-term planning documents

3.2 Preserve and enhance District facilities through proactive maintenance and infrastructure management.

Strategy A: Implement a comprehensive deferred maintenance program.

Action Steps:

1. Maintain a district-wide deferred maintenance inventory
2. Prioritize projects based on condition, risk, and available funding.
3. Update project schedules annually
4. Track completion of maintenance projects

Strategy B: Improve facility condition monitoring and reporting. (Current condition tracking and communication)

Action Steps:

1. Conduct routine facility assessments
2. Monitor maintenance trends, costs, and asset performance.
3. Report facility conditions, maintenance priorities, and improvement needs annually.

3.3 Establish consistent facility design standards/guidelines that promote safety, accessibility, sustainability, and operational efficiency.

Strategy A: Develop and maintain District-wide design standards.

Action Steps:

1. Evaluate current design practices to identify gaps and opportunities for standardization.
2. Develop standardized design guidelines.
3. Incorporate accessibility and sustainability requirements
4. Review standards periodically for compliance and relevance.

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Strategy B: Standardize facility construction and replacement practices.

Action Steps:

1. Develop standard construction details
2. Establish playground and site amenity standards
3. Create review procedures for capital projects
4. Ensure consistency across all new facilities and renovations.

3.4 Modernize existing facilities to improve safety, functionality, accessibility, and overall user experience across District sites.

Strategy A: Prioritize facility modernization and rehabilitation projects.

Action Steps:

1. Assess facility conditions and identify modernization, rehabilitation, and improvement needs.
2. Identify safety-related and regulatory improvements based on risk and community needs.
3. Develop phased improvement schedules to prioritize facility expansions, upgrades, and modernizations.
4. Track project progress, evaluate outcomes, and adjust priorities as needed.

Strategy B: Enhance accessibility and visitor experience throughout District facilities.

Action Steps:

1. Evaluate parking, lighting, drainage, and accessibility needs.
2. Conduct user experience assessments
3. Gather community feedback regarding facility improvements.
4. Incorporate findings into facility improvement plans.

Strategy C: Expand technology infrastructure to support facility operations and customer service.

Action Steps:

1. Assess Wi-Fi technology and connectivity needs at parks and facilities.
2. Evaluate and prioritize technology infrastructure improvements that enhance facility operations and customer experiences.
3. Identify opportunities to leverage technology to improve efficiency, communication, and service delivery.
4. Implement approved technology enhancements that align with operational needs.

3.0 Infrastructure Improvements

3.5 Expand facility capacity and amenities to meet growing community needs and support inclusive recreation opportunities.

Strategy A: Evaluate facility capacity and utilization.

Action Steps:

1. Analyze facility usage patterns and demand trends to inform scheduling decisions.
2. Identify capacity constraints

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3. Assess scheduling efficiencies
4. Develop recommendations for future expansion.

Strategy B: Enhance facility amenities and user comfort.

Action Steps:

1. Identify opportunities for shade, seating, landscaping, and beautification.
2. Evaluate public art opportunities.
3. Prioritize visitor experience improvements
4. Implement approved enhancement projects.

Strategy C: Increase facility flexibility and multi-purpose use.

Action Steps:

1. Evaluate infrastructure improvements to enable multi-use programming and/or rentals.
2. Assess technology and AV needs
3. Identify multi-functional facility configurations
4. Implement improvements that support multiple programs and user groups.

Strategy D: Integrate accessibility and inclusive design into facility planning, operations, and capital improvements

Action Steps:

1. Evaluate facilities to identify accessibility barriers and opportunities for inclusive recreation.
2. Incorporate accessibility improvements into future capital projects, renovations, and maintenance activities.
3. Monitor compliance with accessibility standards and industry best practices.
4. Evaluate accessibility improvements through facility assessments and user feedback.

4.0 Connectivity

- 4.1 Enhance connectivity between parks, trails, facilities, neighborhoods, and regional destinations to improve access, mobility, and recreation opportunities.

Strategy A: Develop and implement a comprehensive trails and mobility planning program.

Action Steps:

1. Conduct an inventory of existing trails, pathways, and parkways.
2. Identify connectivity gaps and barriers.
3. Prioritize trail and pathway improvement projects
4. Update trail and mobility planning documents as needed.

Strategy B: Expand trail and pathway connections throughout the District.

Action Steps:

1. Identify opportunities for new trail and pathway connections.

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4.0 Connectivity

2. Evaluate potential looped trail networks where possible.
3. Coordinate trail develop opportunities with neighboring agencies
4. Incorporate connectivity improvements into capital planning efforts.

Strategy C: Promote public involvement in trail and mobility planning.

Action Steps:

1. Conduct public outreach and engagement activities
2. Gather resident feedback through surveys and meetings
3. Communicate project updates and planning efforts.
4. Evaluate community priorities related to connectivity improvements

- 4.2 Strengthen partnerships and regional collaboration to enhance services, resource-sharing, and community outcomes.

Strategy A: Expand partnerships with public agencies, educational institutions, and community organizations.

Action Steps:

1. Review existing agreements and partnerships
2. Identify opportunities for expanded collaboration
3. Develop new partnership agreements where appropriate
4. Monitor partnership outcomes and benefits.

Strategy B: Increase interagency coordination and resource-sharing opportunities.

Action Steps:

1. Establish regular interagency meetings
2. Identify opportunities to share equipment, facilities, and expertise
3. Explore joint programming and community initiatives
4. Coordinate efforts on regional planning and connectivity projects.

Strategy C: Support regional initiatives that advance community connectivity and quality of life.

Action Steps:

1. Participate in regional planning efforts
2. Explore collaborative grant opportunities
3. Identify projects that support shared community goals.
4. Report partnership accomplishments annually.

- 4.3 Strengthen internal communication, collaboration, and operational connectivity to improve organizational effectiveness and service delivery.

Strategy A: Expand digital tools and technology solutions for customer service and community engagement.

Action Steps:

1. Evaluate public reporting and service request platforms
2. Implement digital communication tools and dashboard
3. Expand online access to District information and services
4. Monitor customer utilization and satisfaction.

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4.0 Connectivity

Strategy B: Improve internal communication and operational efficiency through technology.

Action Steps:

1. Evaluate collaboration and workflow management tools.
2. Implement technology solutions that improve communication and productivity.
3. Standardize digital processes where appropriate
4. Assess effectiveness and staff adoption.

Strategy C: Strengthen staff knowledge and utilization of technology systems.

Action Steps:

1. Develop technology training plans
2. Provide ongoing training on District software systems
3. Track training participation and effectiveness
4. Identify future technology training needs

4.4 Improve public awareness, navigation, and access to District parks, facilities, trails, and services.

Strategy A: Enhance wayfinding, signage, and navigational tools throughout the District.

Action Steps:

1. Assess existing signage and wayfinding systems
2. Identify signage improvement opportunities
3. Develop consistent signage standards
4. Implement phased signage improvements

Strategy B: Expand public information and navigation resources

Action Steps:

1. Develop interactive maps and digital navigation tools
2. Evaluate opportunities for QR codes and mobile applications
3. Enhance access to facility and trail information
4. Monitor public use and effectiveness.

Strategy C: Increase awareness of recreation assets and connectivity opportunities.

Action Steps:

1. Coordinate with local and regional agencies
2. Identify priority bicycle and pedestrian connections
3. Evaluate feasibility and funding opportunities
4. Incorporate projects into long-range planning efforts.

5.0 Safety & Operational Plans

5.1 Maintain safe, secure, and well-managed parks, facilities, and programs through proactive risk management and compliance practices.

Strategy A: Implement comprehensive safety and compliance programs.

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Action Steps:

1. Conduct annual safety audits of parks and facilities.
2. Review compliance with applicable regulations and standards.
3. Identify and prioritize corrective actions.
4. Report findings and recommendations to leadership.

Strategy B: Strengthen operational safety procedures and risk management practices.

Action Steps:

1. Review and update Standard Operating Procedures (SOPs).
2. Standardize safety and maintenance inspection processes.
3. Develop facility-specific safety checklists
4. Monitor incident trends and corrective actions.

Strategy C: Support safety committee and continuous improvement initiatives.

Action Steps:

Evaluate emerging safety risks and trends

1. Establish annual safety priorities
2. Support Safety Committee initiatives
3. Track implementation and outcomes

Strategy D: Enhance asset safety management and inspection programs.

Action Steps:

1. Maintain playground safety inspection programs.
2. Monitor AED, pool, kitchen, and snack bar compliance.
3. Develop asset inspection schedules
4. Track corrective maintenance activities.

5.2 Advance accessibility and inclusion by maintaining facilities, programs, and services that meet or exceed accessibility standards.

Strategy A: Maintain and implement the District's ADA Transition Plan.

Action Steps:

1. Review and update ADA priorities.
2. Verify facility inventory and accessibility data
3. Identify barriers and improvement opportunities
4. Track completed accessibility improvements

Strategy B: Strengthen staff knowledge of accessibility and inclusive service delivery.

Action Steps:

1. Provide ADA training for staff.
2. Promote inclusive recreation practices.
3. Develop accessibility resources and guidance.
4. Monitor training participation and effectiveness.

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5.0 Safety & Operational Plans

5.3 Improve safety, visibility, and security throughout District parks and facilities.

Strategy A: Implement a comprehensive lighting and visibility assessment program.

Action Steps:

1. Assess lighting conditions at parks and facilities.
2. Identify high-priority improvement areas.
3. Establish lighting performance standards.
4. Monitor implementation of lighting projects.

Strategy B: Enhance environmental design and site visibility.

Action Steps:

Evaluate sightlines and visibility concerns.

1. Identify opportunities to reduce blind spots.
2. Incorporate safety considerations into facility improvements.
3. Monitor safety outcomes and community feedback.

Strategy C: Support proactive security planning and risk reduction efforts.

Action Steps:

1. Review safety-related incident trends.
2. Coordinate with public safety partners.
3. Evaluate emerging security needs.
4. Implement approved risk mitigation measures.

5.4 Strengthen emergency preparedness and response capabilities to protect residents, staff, facilities, and community assets.

Strategy A: Maintain comprehensive Emergency Action Plans for District facilities and events.

Action Steps:

1. Review and update Emergency Action Plans.
2. Establish a centralized plan repository.
3. Develop facility-specific emergency procedures.
4. Conduct periodic plan evaluations.

Strategy B: Enhance emergency response resources and readiness.

Action Steps:

1. Evaluate emergency supply needs.
2. Maintain emergency equipment inventories.
3. Identify community emergency resources.
4. Establish coordination protocols with partner agencies.

Strategy C: Provide emergency preparedness training and exercises.

Action Steps:

1. Develop annual emergency training schedules
2. Conduct drills and tabletop exercises
3. Provide staff preparedness training

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5.0 Safety & Operational Plans

4. Evaluate training outcomes and improvement opportunities.

5.5 Foster a high-performing, engaged, and adaptable workforce that supports organizational effectiveness and exceptional public service.

Strategy A: Strengthen workforce planning and organizational development.

Action Steps:

1. Evaluate staffing structures and service delivery needs.
2. Develop succession planning strategies.
3. Identify future workforce requirements.
4. Monitor workforce trends and organizational capacity.

Strategy B: Enhance employee training, professional development, and cross-functional knowledge.

Action Steps:

1. Develop annual training plans.
2. Expand cross-training opportunities.
3. Support certification and professional development programs.
4. Track training participation and outcomes.

Strategy C: Promote employee engagement, recognition, and retention.

Action Steps:

1. Support employee recognition programs.
2. Evaluate employee engagement initiatives.
3. Review retention trends and workforce feedback.
4. Implement improvement strategies where appropriate.

Strategy D: Maintain competitive and equitable compensation practices.

Action Steps:

1. Review compensation and classification structures.
2. Evaluate market competitiveness.
3. Assess certification and specialty pay opportunities.
4. Provide recommendations for future adjustments.

5.6 Promote continuous improvement and operational excellence through performance management, accountability, and organizational effectiveness.

Strategy E: Strengthen performance management systems.

Action Steps:

1. Review and update evaluation processes.
2. Establish performance expectations and measures.
3. Improve feedback and coaching practices.
4. Monitor organizational performance outcomes.

Strategy F: Enhance organizational effectiveness and service delivery.

Action Steps:

1. Evaluate operational processes and workflows.
2. Identify efficiency opportunities.
3. Implement process improvements.

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4. Measure and report operational outcomes.

Strategy G: Support a culture of innovation, accountability, and continuous improvement.

Action Steps:

1. Encourage employee-driven improvement initiatives.
2. Identify best practices and emerging trends.
3. Monitor implementation results.
4. Share lessons learned across departments.

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