

**PLEASANT VALLEY RECREATION & PARK DISTRICT
ADMINISTRATION OFFICE – ROOM #7
1605 E. BURNLEY ST., CAMARILLO, CALIFORNIA**

**BOARD OF DIRECTORS
SPECIAL MEETING AGENDA
February 26, 2019**

6:00 P.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. Review Goals for 2018

B. Discuss Projects, Programs and Activities for Budget Year 2019/2020

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: February 26, 2019

SUBJECT: ANNUAL BOARD GOAL SETTING

SUMMARY

Each year at this time, the District Board meets for an Annual Goal Setting Workshop to review progress made toward the fulfillment of its Strategic Plan. The document served as a framework to set direction for making decisions over a five-year period (2013-2018) and to discuss the necessity of revising or adding new objectives each fiscal year.

BACKGROUND

The Strategic Plan served as a basis to set direction over a five-year period (2013-2018). This document was part of a planning effort to focus on the following areas: 1) Collaborations with partner agencies; 2) The need to address the challenges of providing a balance of programs and facilities which are needed with constraints that exist now and in the future; 3) Address demographic changes that can significantly affect District operations; and 4) Organizational health that is critical to meet the District's service goals.

ANALYSIS

The workshop is significant in that it lays the foundation for the development of the annual budget. Based on the established goals, staff then proceeds with the budgeting process. As part of the Board workshop, the attached document will show some of the progress staff and the Board has made over the course of the past year. The vision/objectives drive the action. The Board of Directors had outlined their Vision as follows:

1. Improve the Pleasant Valley Recreation and Park District image in the community by branding our parks and increasing exposure.
2. Examine the Capital Improvement Plan and begin to examine each facility and evaluate and prioritize projects based on need and funding availability.
3. Collaborate with the City of Camarillo to examine the following items: 1) Developer and Quimby Fees/Ordinance, and 2) Partnering on a Senior and Community Recreation Facility.
4. Actively engage with strategic partners in the community. Other items which surfaced, however and were not a top priority were: 1) Open Space Tunnel and Phase #2 Study, 2) Development of a Master Plan, and, 3) Removal of underground tanks at Freedom Park.
5. Maintain sound financial practices to ensure the District remains financially strong.

As part of the Board Goal Setting workshop the goal is to set a framework for the next steps and to help define what visions/goals will fit together to support a common direction for 2019.

FISCAL IMPACT

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

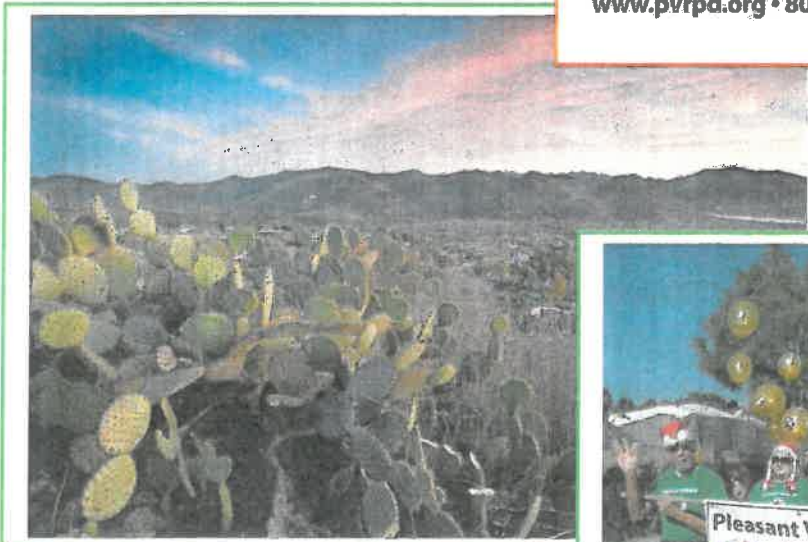
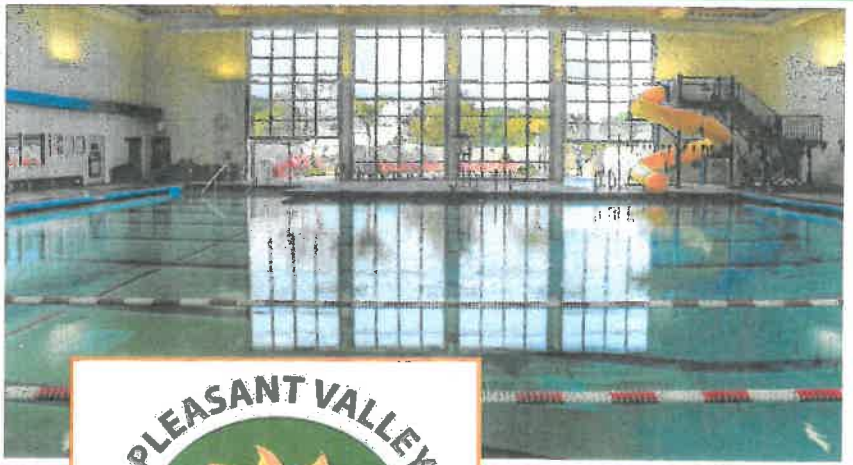
RECOMMENDATION

It is recommended that the Board discuss and provide direction to staff.

ATTACHMENTS

- 1) Five Year Strategic Plan (38 pages)
- 2) 2018 Accomplishments (7 pages)
- 3) PVRPD Goals (7 pages)

PLEASANT VALLEY RECREATION & PARK DISTRICT FIVE YEAR 2013-2018 STRATEGIC PLAN



Approved May 1, 2013

Governing Board of Directors

Mark Malloy, Chairperson
Elaine Magner, Vice Chairperson
Bob Kelley, Secretary
Neal Dixon, Director
Mike Mishler, Director

District Staff

Dan LaBrado, General Manager
Daryl Wagar, Park Superintendent
Mark Carlson, Administrative Services Manager
Amy Stewart, Recreation Services Manager
Michele Kostenuik, Administrative Analyst

Consultants

Brent H. Ives, Project Manager
Jim Raymond, Associate Consultant

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View from top of Camarillo Grove Park

A. Introduction

The Pleasant Valley Recreation and Park District (PVRPD) was established in January 1962 as an independent special district under the State Public Resource Code. It has grown exponentially with the community spanning a 45 square mile area to include the City of Camarillo and the surrounding communities, including California State University Channel Islands campus.

PVRPD provides services through its 27 park locations, 13 facilities, 4,000 programs and numerous community-wide special events throughout the year serving over 400,000 people annually and operating on an \$8.2M budget. Revenues are generated mainly from Tax Apportionment (portion of property taxes collected from residential, commercial, and industrial properties) which is approximately 69% of the District's budget. The remaining revenue is from user fees, facility rentals, Special Assessment District levy, and other sources.

The District is governed by publicly elected Board of Directors consisting of five members and is managed by the District's General Manager. The District has three main departments each headed by a department manager:

Administrative Services Department

- Human Resources
- Finance
- Customer Relations

Recreation Services Department

- Aquatic Center
- Community Programs
- Seniors
- Sports

Parks Department

- Grounds
- Facilities
- Park Patrol

There are approximately 25 seasonal, 80 part-time, and 38 full-time staff employed through the District throughout the year.

Camarillo is the second fastest growing city in Ventura County. According to the 2010 U.S. Census, it has grown 14.2% in the past 10 years; that is a 40% higher growth rate than the State of California. The demographics of Camarillo indicates 33.1% of households have children 18 years and younger and 33.1% of households have adults 65 years and older. This is significant because it identifies the District's need to offer services to diverse user groups.

District Operates and Manages:

- 27 Parks (totaling 256 acres)
- 27 Playgrounds
- 3 Dog Parks including Off-leash Areas
- 18 Outdoor Group Picnic Rentals Areas
- 33 Soccer Fields
- 19 Baseball/Softball Fields
- 22 Tennis Courts
- 13 Facility Rental Spaces
- 2 Hiking Trails
- 1 Equestrian Trail
- Parks Department Offices
- Administrative Offices
- Auditorium
- 7 Activity Classrooms
- Senior Center
- Aquatic Center
- Freedom Center
- Freedom Gymnasium
- BMX Track
- In-Line Roller Hockey Arena
- Skate Park
- Radio Control (R/C) Track

A Strategic Plan is a top level planning document for an organization to set clear direction over all operational aspects of its mission. That was the intentional goal of the Pleasant Valley Recreation and Park District as they set about this project. It serves as a framework for decision making over a five-year period. It is a disciplined effort to produce fundamental decisions that shape what the District plans to accomplish by selecting a rational course of action. This plan has incorporated an assessment of the present state of District operations, gathering and analyzing information, setting goals,

and making decisions for the future. Time has been taken to gather input from various sources to add to the veracity of the plans herein. The plan seeks to strengthen and build upon opportunities while addressing areas of concern.

This plan also identifies actions, activities, 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 has focused on several or all of the following task areas:

- Collaboration with partner agencies.
- The need to address the challenges of providing a balance of programs and facilities that are needed with the very real constraints that exist now and in the future.
- Need to address demographic changes that can significantly affect District operations.
- Organizational health that is critical to meeting the District's service goals.

B. Definitions

1. **Mission Statement**: A declaration of an organization's purpose. Ideally, all activities of the District should be in support of 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. The Vision creates and drives strategy and tactics identified elsewhere in the Strategic Plan. The Board of Directors adopts the Vision Statement. The Vision Statement will be reviewed annually and will typically change more frequently than the Mission Statement to reflect the direction the Board wants to take the District over the five-year time horizon of the Strategic Plan.
3. **Core Values**: These are the values, framed in question form, to which the Board of Directors is fiercely dedicated. 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 Actions 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. Plan Development and Continuation Process

In 2012 the Board of Directors of PVRPD retained BHI Management Consulting to facilitate and coordinate the initial Strategic Plan development. BHI first gathered input from the District Board to draft a Mission and Vision Statement. BHI then conducted a series of meetings designed to gather input and observations on the District. BHI then gathered input from the two employees groups, management and direct line staff, on two separate occasions. Staff was encouraged to provide comments on the operational concerns and suggestions for the future.

Subsequently, BHI and the project team identified a number of key stakeholders within the community and conducted an invitation only luncheon. There were 35 people in attendance from several different agencies. Stakeholder agencies/business are identified as agencies that PVRPD works closely with and/or may have an impact on the programs, services, events and facilities offered by PVRPD. The meeting allowed for these key community members to provide comments and again suggestions regarding community needs, the direction of the District and recommendations. The following day, an open community meeting was held in the Community Auditorium with 66 in attendance.



Strategic Planning Public Meeting

Agencies that participated were:

- American Youth Soccer League
- Area Housing Authority
- Boys & Girls Club of Camarillo
- California State University Channel Islands
- Camarillo Amber's Light Lions Club
- Camarillo Chamber of Commerce
- Camarillo Community Band
- Camarillo Cougars
- Camarillo Health Care District
- Camarillo Public Library
- Camarillo United Methodist Church
- City of Camarillo- *Council Members & Management Staff*
- County of Ventura
- Conejo Open Space Conservation Agency
- Friends of the Camarillo Dog Parks
- Journey Church
- Local Agency Formation Committee
- Mira Vista Village Senior Apartments
- Pacific Camps
- Pleasant Valley Cooperative Preschool
- Pleasant Valley School District
- Pleasant Valley Swim Team
- Roadrunners R/C Club
- Santa Monica Mountains Conservancy
- Tri Running
- Ukulele Strummers of Camarillo
- Ventura County Department of Airports
- Ventura Sierra club
- Ventura Visitor's Center Bureau
- Visitors Bureau Lodging Association

After introductory comments from BHI, the community members were divided into separate groups and requested to “brainstorm” goals and objectives for the future of the District. Input gathered at all of these meetings was presented to the Board at their planning workshop.

All of the meetings were successful with good attendance and meaningful comments and suggestions. At each meeting, BHI reviewed and discussed the District’s mission statement, core values, current and future issues. The Board supported this process as a way to allow all to participate in the foundation of the Strategic Plan. An additional Board and management workshop was conducted to develop the strategic elements, objective and strategy statements for each strategic element and initial work on Strategic Goals. This day-long workshop proved to be the cornerstone of the Strategic Plan with significant language provided for the draft document.

A steering committee consisting of the District General Manager and management staff worked with BHI to complete the list of Strategic Goals in support of the Vision and strategic elements, and refine the Plan prior to presentation to the full Board for review and final approval.

A key part of the Strategic Planning process is to conduct an annual review and update of the plan. These reviews allow for maintenance of the plan so that it reflects the actual progress and needs of the District. The reviews will be documented and followed up with by either a plan supplement or an updated plan. A five year planning horizon will be maintained. This year’s updated plan serves this purpose.

D. Mission Statement, Vision Statement, Core Values

Our Mission statement states 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 THE PVRPD

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



Aquatic Center Swim Lessons

FIVE-YEAR VISION OF THE PVRPD

Our Vision statement drives five years of action. The Board of Directors has outlined their Vision as follows:

IN FIVE YEARS WE WILL BE ABLE TO SAY:

- *We have improved our image in the community.*
- *We are a leader in the Recreation and Park industry by providing safe and manageable parks, best practices for operations and quality programs.*
- *We have formally assessed the community's recreational needs.*
- *We have funded and completed a new Senior Center.*
- *We are actively engaged with strategic partners in the community.*
- *We have funded and completed the design of our first new gym.*
- *We continue to employ top-notch park and recreational professionals.*
- *We have a plan in place for each of our existing facilities.*
- *We have developed a District Master Plan and accomplished the first full update of our Strategic Plan.*
- *We provide consistent, superior recreation opportunities by offering quality programs, services and events.*
- *We are collaborating with other agencies to develop a comprehensive system of open space and trails.*
- *We have initiated and completed additional phases of the Freedom Park project.*
- *We have plans in place to assure that we remain financially strong.*

CORE VALUES OF THE PVRPD BOARD

Our Core Values are those community values about which we are fiercely dedicated and passionate. They serve as our decision filters as we lead this agency.

Does it reflect our commitment to meeting the needs of those we serve?

Does it support beneficial investment in new and existing facilities?

Will it reflect our commitment to top-quality?

Will it support our desire to serve both active and passive uses and all ages?

Does it build on and leverage our important partners?

Will it support best possible workforce professionals?

Does it efficiently utilize public funds in the most cost appropriate manner?



Mission Oaks Park

E. Strategic Elements and Goals

Strategic Elements represent the vital areas of the District's operation, planning, and management. Strategic Elements are derived from the foundational Mission and Vision statements of the District. They are linked to action through Strategic Goals within the five-year period that serve to assure that important areas of the District are well supported and moved forward per Board's Vision in the five-year timeframe. Strategic Elements and supportive Strategic Goals, along with action dates within the planning period, are also presented in tabular form in Table 1.

The Strategic Elements are:

- 1.0 Recreation & Services
- 2.0 Parks & Facilities
- 3.0 Finances
- 4.0 Partnerships
- 5.0 Personnel & Organization
- 6.0 Administrative Management
- 7.0 Community Relations



Opening Day PONY Baseball

1.0 Recreation & Services

Element Objective and Strategy: Our objective in this element is to support and provide quality, diverse, cost-appropriate activities, programs and services that meet the needs and desires of our community. To do this we will identify, evaluate and match our activities and programs to the community's needs.

1.1 Assessing Community Needs - In order to meet the needs of those we serve, the District will continue to understand and respond to the needs of our community by staying aware of local, state and national trends relevant to demographics, population, economics, age, health, fitness, lifestyle, and athletics by performing an assessment of recreational programs and service needs through, but not limited to, online surveys, class assessments, community surveys, and program evaluations.

1.2 Evaluate Program Partnerships - To best meet District needs we will offer diversified programs, classes, services and events for all ages that support social well being, mental wellness, physical activity and creativity. The District will explore partnerships with other local agencies, businesses and non-profits to expand program areas such as, but not limited to, cultural arts, contract classes, outdoor education, special events, adaptive programming, recreational sports, aquatics and senior age adults.



Aquatic Center

1.3 Program Fee Evaluation - In order to provide cost efficient and affordable programs, the District will evaluate program fees and rental charges within the local area and in comparable markets using a variety of methods. To assist with alleviating costs, the District will seek grant opportunities, establish a program specific 501(c)3 non-profit status, seek contributions and sponsorships, and develop a volunteer program. (Refer to Finances 3.2, 3.4 & 3.5)

1.4 Provide Top Quality Programs - Top quality programs is a high priority. The District will provide regular training, maintain appropriate staffing levels for both full and part time employees, survey participants and the community, stay aware of programming trends and provide the best facilities possible to conduct classes, programs, services and events.

1.4.1 The District will maintain membership in professional organizations such as the NRPA (National Recreation and Park Association), CPRS (California Park and Recreation Society), and CSDA (California Special Districts Association). (Refer to Administrative Management 6.5).

1.4.2 The District will maintain adequate staffing levels to ensure quality programs.

1.5 Facilities Program Assessment - To support beneficial investment in new and existing facilities, the District will perform an assessment to determine programs that can be offered in both new and existing facilities. (Refer to Parks & Facilities 2.3 and Finances 3.1.1 and 3.2)

1.5.1 Collect and correlate data on trends, community demographics, and regional resources pertaining to venues and services.

1.5.2 Research resources in the community to establish and support new programming ideas.

1.5.3 Develop a committee to support new or existing facilities and to work in partnership with District staff to assist with fundraising, staffing, and development of new programs. (Refer to Administrative Management 4.7)

1.6 Program Partnerships - Our partnerships are important to our success. The District will meet periodically to review collaborative efforts and facility utilization to best serve the community while maintaining adequate staffing associated with cost appropriate programs. This element is to correlate, review and update current facility use agreements, memorandum of understanding (MOU), joint use agreement (JUA), as well as program contracts between the District and other agencies such as, but not limited to, school districts and City of Camarillo. An example is to meet with the City regarding the potential use of the old library and/or meet with Camarillo High School (Oxnard Union High School District) regarding the use of the new outdoor high school pool. (Refer to Parks & Facilities 2.6, Partnerships 4.1, 4.2 and 4.8, Administrative Management 6.7)



End of Summer Camp Out at Community Center Park

1.7 Youth Sports Partners – To build and leverage important partners, the District will continue to work with various youth sports organizations (such as but not limited to the District’s co-sponsored organizations) to provide quality programs and improve available funds for the up-keep and facility improvements needed to provide these programs for the citizens of the community. (Refer to Partnerships 4.3 & 4.7)

1.8 Sponsorship Opportunities - In order to develop new revenue sources for the District we will seek new sponsorship opportunities through marketing and advertising and by using various methods such as, but not limited to, the “Activity Guide”, website, and email marketing. (Refer to Community Relations 7.3)



Senior Art Program

2.0 Parks & Facilities

Element Objective and Strategy: Our objective is to ensure that our existing facilities and parks are well maintained. We will plan new facilities and property acquisitions based on the needs and as opportunities present themselves. The strategy is to accurately assess and forecast facility and property related needs, and provide the District with the resources necessary to acquire, maintain and improve parks and facilities.

Each component of this element is designed to bring the District closer to fulfilling its Mission Statement. The components identify how they comply with the District's Vision Statement and illustrate the agencies Core Values.

2.1 District Master Plan - This element is an important step in assuring our alignment with the District's vision points by providing a complete document that directs the District's future management of growth and direction in compliance with those points. This element is to create a District Master Plan to include a comprehensive evaluation of all District parks and facilities. The Master Plan will provide categories and definitions for neighborhood, community and regional parks, open space, trails and greenways standards for park size and location; type of improvements and amenities; then propose priority areas for potential acquisition and development. The plan shall include direction for future parks, trails, greenways, and open space venues and programming. As well as, evaluate need for potential expansion of the District's boundaries.

2.2 Five Year Capital Improvement Plan - This element aligns with all five of the District's vision points by providing a complete document that directs the District's future management growth and direction in compliance with those points. This element is to Develop and maintain a Five Year Capital Improvement Plan. Provide an annual update to the plan that: evaluates and prioritizes projects based on need and funding availability. As funding allows, execute, implement and develop projects each year in accordance with the plan. Capital Improvement Allocations shall be incorporated in the annual budget process. (Refer to Finances 3.2)

- 2.2.1. Establish existing needs and service life intervals on all facilities and amenities to project future funding needs for existing facilities.
- 2.22 Project future facility needs, and development based improvements to project funding needs.
- 2.23 Work with Finance/Administration to develop and set annual and long range Capital Fund amounts.
- 2.24 Establish priorities for capital projects, existing facilities, new construction, improvements, expansion, etc.
- 2.25 Develop methods and procedures to identify and seek outside funding sources.
(Refer to Finances 3.4 & 3.5)



Parks Department Office at Freedom Park

- 2.3 Senior Center Gymnasium and Freedom Park Renovation Project Capital Plan and Campaign – In order to provide for funding new facilities, the District will develop a Capital Plan and Campaign for a new or expanded Senior Center and new gymnasium. The plan will identify location, define improvements, programs, costs and potential funding sources. (Refer to Recreation & Services 1.5, and Finances 3.1.1, 3.2, 3.4, & 3.5)
- 2.4 Open Space, Trails, and Greenways Management Plan - This element validates our desire to provide both active and passive use sites for all ages, collaborate with our

important partners, and operate cost efficiently. It assists sound investment in new facilities, and projects future needs to assist in maintaining our financial health. The proposed actions align with the vision. By laying the groundwork for an Open Space Management Plan to include the development and maintenance of a public trail system, this component will identify and evaluate all open space properties as contained in the District's Open Space, Trails, and Greenway Planning Study for potential acquisition. It will develop a prioritized list of property based on established criteria. The District will develop a plan to fund acquisition of open space properties for the development of hiking and bike trails. It will further develop a plan to work with other agencies with similar goals to identify and seek funding from outside sources for the acquisition of open space. (Refer to Finances 3.4, 3.5 and Partnerships 4.2 & 4.5)

2.5 Facility Improvement and Vehicle Replacement Plans - This element component assures our adherence to the Districts' Core Values by identifying and prioritizing facility investments while delivering top quality service in a cost efficient manner. This component will develop Facility Improvement and Vehicle Fleet Replacement plans in conjunction with the development of the budget. This element will establish policy for service lives for facility components, vehicle replacement criteria, and fund allocations for these plans. (Refer to Finances 3.2)

2.6 Service Delivery Evaluation - This element component will assure our adherence to all of the District's Core Values. This component will identify the most cost efficient manner to deliver top quality maintenance, service, and improvements at our existing facilities to meet the needs of those we serve. This component will analyze available service delivery options and scenarios i.e.; contract based, vendor provided, utilizing in-house staff, and a blend. The evaluation will identify direct and indirect costs, and the strengths and weaknesses of each model. It will develop true cost/benefit analysis comparisons of all types of service delivery methods that could be used to provide District services. The City's General Plan provides language for the development, including the size and location, of all recreational facilities and parks. As such this

language impacts the District with respect to the development of future parks. The District will meet with City officials and request that the City's General Plan be reviewed and updated to reflect current standards for acreage and cost impact of all new parks and facilities. (Refer to Recreation & Services 1.6, Partnerships 4.1 and Administrative Management 6.7)

In order to develop costs, the evaluation will first develop, adopt, and implement Standards of Service for each site and land/facility use type maintained by the District. These standards of service will define the resources required to maintain the sites at their designated level of service.



Freedom Park Baseball Field Construction

3.0 Finances

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

3.1 Five Year Financial Plan - To support and ensure the vision of the board to remain financially strong and stable, the District will create a Five-Year Financial Plan to forecast future revenues and to optimize resources by keeping spending within the approved budgeted amounts. Coordinate the annual Budget Workshops allowing staff and the Board to develop a budget consistent with the Strategic Plan.

3.1.1 As part of the budget process, annually evaluate revenue producing programs and facilities to determine funding potential in addition to seeking new revenue generating programs and facilities. (Refer to and Recreation & Services 1.5 and Parks & Facilities 2.3)

3.2 Fiscal Reserves Management - Maintaining and building District reserves will be a priority to allow for funding of future projects in the long term. We will seek new revenue sources to enhance programming, property acquisition, capital improvements, equipment replacement and facility upgrades. We will continue to research, evaluate, and submit grant applications for capital improvement, open space and trails projects. Managers will look to reduce costs by eliminating unnecessary expenditures and adhere to the Reserve Policy. (Refer to Recreation & Services 1.5 and Parks & Facilities 2.3)

Build a Capital Improvement Fund in relationship to Capital Improvement Program established in the Parks Department (Parks & Facilities 2.2). Vehicle and Fleet Replacement Account will continue to have annual contributions. Facility Improvement Account will continue to have annual contributions (Refer to Parks & Facilities 2.5). Maintain a Debt Service Fund to identify and keep current debt payments available. Maintain the Part-time Pension Trust Fund to identify the total current obligation of the

pension for part-time employees. Ensure that the Contingency Account contains at least six months of expenditures to begin the fiscal year.

3.3 Best Accounting Procedures - We will carefully follow best practice accounting practices to ensure that the proper accounting practices are in place, and evaluate and update fiscal policies based on the Financial Plan to assure financial stability. This will include cash management, debt reserves, capital asset replacement plan, equipment replacement plan, risk management, and cost recovery.

3.3.1 Establish a schedule for evaluating and retaining management and financial service providers to include, but not limited to, auditing, banking, investing, and insurance consultants.

3.3.2 Create a Procedural Manual for the purchase of equipment, supplies, and services in accordance with the District's Purchasing Ordinance. Manual will identify and establish limits for the use of petty cash, credit cards, and purchase orders. (Refer to Administrative Management 6.3)

3.4 Evaluate Establishment of a Non-profit Foundation - To secure new funding sources for District capital improvement projects and programs, we will create a non-profit foundation. This Foundation will work to raise funds to promote District programs and services, acquisition of land and property, development of trails, greenways, and open space, as well as special projects. (Refer to Recreation & Services 1.3)

3.5 Grant Policy - In order to assist in meeting financial health while growing programs and facilities, we will create a Grant Policy for searching, applying, prioritizing, managing and reporting grants that address the needs of the District. (Refer to Recreation & Services 1.3, Parks & Facilities 2.2.5, 2.3, 2.4, and Administrative Management 6.3)

3.6 Restructure Administration Department - Restructure the Administrative Services Department to meet known future attrition and growing work load needs of accounts payable/payroll and provide succession opportunities in the department.



Pleasant Valley Fields Master Plan

4.0 Partnerships

Element Objective and Strategy: The objective is to develop a wide range of strategic ties with other governmental agencies, community partners and participation in professional associations.

4.1 Communication with Local Partners - In order to maintain and enhance existing relationships with the City of Camarillo, California State University Channel Islands (CSUCI), the Pleasant Valley School District and the Oxnard High School District (OUHSD), the District will schedule and conduct regular meetings with City and School District and University management staff. (Refer to Recreation & Services 1.6, Parks & Facilities 2.6, and Administrative Management 6.7)

4.2 Partnership Development - In order to enhance strategic partnerships, the District will initiate periodic meetings with the County of Ventura, local national and state parks representatives, neighboring public agencies, and local recreational agencies to include, but not limited to, the Boys & Girls Club and the YMCA. (Refer to Recreation & Services 1.6 and Parks & Facilities 2.4)

4.3 Maintain Financial Partners - To remain financially strong and develop effective partnerships, the District will initiate a program for Community Service Groups to financially combine with the District on agreed-upon athletic facility improvements to establish an Athletic Facility Improvement Plan. (Refer to Recreation & Services 1.7)

4.4 Coordinate Meetings with Partner Agencies - To increase professional knowledge on current issues, relevant programs, and best practices, the District will conduct regular meetings with Conejo Recreation & Park District, Rancho Simi Recreation & Park District, and the Camarillo Health Care District.

4.5 Foster Open Space/Trails Relationships - To assist in the development of a District open space, trails, and greenways we will expand the relationship with the Santa Monica

Mountains Conservancy and neighboring special districts. (Refer to Parks & Facilities 2.4)

4.6 Community Partners - In an effort to develop new community partners, the District will increase staff participation at Camarillo Chamber of Commerce activities. (Refer to Administrative Management 6.4)

4.7 Non-Profit Co-sponsorships -- To strengthen community events and spread costs, on an on-going basis, the District will seek out and develop co-sponsorship opportunities with community based non-profit organizations (Refer to Recreation & Services 1.5.3).

4.8 Joint Use Agreements - Assess and review current Joint Use Agreement (JUA) with school district. (Refer to Recreation & Services 1.6)

5.0 Personnel & Organization

Element Objective and Strategy: The objective is to employ and retain a productive, high quality and motivated workforce that uphold District values. We will do this by offering competitive compensation and benefits, providing opportunities for training and advancement, and utilizing sound management practices and policies within a safe and productive workplace.

5.1 Hiring and Promotion Procedures - To ensure consistency in hiring practices, the District will review and formalize hiring, interviewing, and selection procedures for all Departments. All management staff will be trained in the areas of recruitment, hiring procedures, background checks, interviewing, and new employee orientation. (Refer to Administrative Management 63)

5.2 New Employee Orientation Plan- New employees in all departments must understand the District's mission, values, vision, and broad spectrum of programs and services. The orientation will provide a complete review of the District and will introduce the new employee to the District's Employee Manual.

5.3 Succession Plan- We will develop a workforce succession plan that addresses staffing gaps, critical functions, retirements, and skill potential of existing staff.

5.4 Full-Time Employee Compensation Studies - To ensure the District remains a desirable workplace and is thereby able to recruit and retain a top-notch professional workforce, the District will conduct periodic compensation studies to determine compensation and benefits competitiveness relative to the comparative local and regional public agency labor market.

5.5 Part-Time Employee Compensation Studies - In an effort to remain competitive with local agencies, we will conduct periodic compensation studies for all part-time job classifications.

5.6 Intern Program - In cooperation with CSUCI and local school districts we will develop an Internship program to foster and develop new professionals in the field of parks and recreation.

5.7 Disaster Preparedness Plan - In partnership with the City and school districts, a Disaster Preparedness Plan that provides guidelines for employees, District responsibilities, reporting procedures, and care and shelter information (in cooperation with the local Red Cross) will be developed. We will conduct regular training exercises to ensure that all employees are familiar with the plan. This plan will be reviewed and updated by the Safety Committee on an annual basis.

5.8 HR Training Program - To retain a productive, high quality, motivated workforce, we will initiate a Human Resources Training Program for all department managers. This training will include, but be limited to, employee retention, benefits utilization, communications, service quality, and employee/employer relations and communications. The training will ensure that the District is utilizing best practices in this area.



District Staff – December 2011

6.0 Administrative Management

Element Objective and Strategy: The objective is to create, maintain and implement policies and procedures to ensure sound management of the District. We will accomplish this by periodic review, refinement and proper implementation of District policies and procedures.

6.1 Ordinance Manual - In order to maintain a clear and concise set of standards and ordinances related to the use of District facilities, the District will review and update the PVRPD Ordinance Manual on a regular basis.

6.2 Employee Manual - To provide District employees clearly documented rules of conduct and procedures, the District will review and update the District Employee Manual on a regular basis. The manual will comply with current legal guidelines and District protocols.

6.3 Policy & Procedure Manual- To ensure the effective management of District Departments, staff will develop a supplemental Policy Manual that will specifically apply to the day-to-day operations of each department and the respective sections. (Refer to Finances 3.3.2, 3.5 and Personnel & Organization)

6.4 Legislative Participation - To increase legislative participation, we will actively engage and inform local legislators and their staffs about the programs and services provided by PVRPD. Develop a relationship with legislators through annual visits, attendance at California Special Districts Association (CSDA) Legislative Days, Chamber of Commerce events and invitations to District events. (Refer to Partnerships 4.6)

6.5 Professional Development - We will continue to participate in professional development growth by promoting membership and attendance at annual conferences of professional organizations to include California Special District Association (CSDA), California Parks & Recreation Society(CPRS), National Recreation & Park Association

(NRPA), California Association of Recreation & Park Districts (CARPD), as well as other organizations. (Refer to Recreation & Services 1.4.1)

6.5.1. We will actively build and pursue internal training such as the Leadership Academy by developing and offering in-house professional development opportunities geared to all levels of staff.

6.6 Board Development - To promote and strengthen the District as a Special District within the community with all of the favorable attributes therein, the District will encourage the development of a Board Member Education Program and Board Policy and Procedures Manual. As provided by a number of professional organizations, staff will provide the annual list of conferences, classes and webinars that will inform Board members as to the roles and responsibilities of a Board Member.

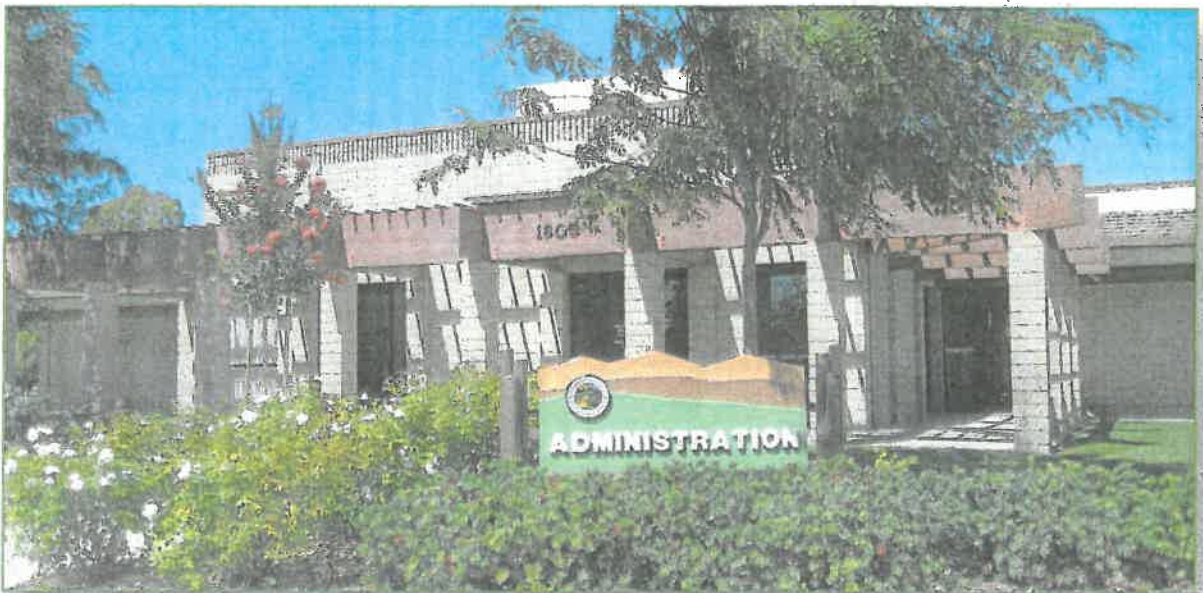
6.7 Mutual District/City Goals - To establish mutually agreed upon goals, we will request a periodic District Board/City Council meeting. Topics to discuss include mutual concerns, capital projects, and establishing long-range objectives. (Refer to Recreation & Services 1.6, Parks & Facilities 2.6, and Partnerships 4.1)

6.8 Records Management System - As a sound management practice, we will update and maintain a records management system. The system will include specific language on the retention of various District records, the system or form of retention, and destruction policies and criteria.

6.9 Update Strategic Plan - To provide regular review and implementation, the District will annually update the Strategic Plan. As an effective planning and management tool, the Strategic Plan will assist in the development of the annual budget, capital projects, program priorities and the establishment of long range goals. The Strategic Plan will also aid the Board of Directors in the performance evaluation of the General Manager.

6.10 Information Technology Plan - The District will develop an Information Technology Plan for replacement and upgrade of computers, software, phone system, storage, security and access to electronic information.

6.11 Transparency Certification - In order to maintain transparency in the administration of the District, staff will ensure that all documents, meetings, and decisions are attained in an open and transparent environment. Additionally staff will acquire a certificate of completion for District Transparency Certificate of Excellence through Special District Leadership Foundation (affiliated with CSDA).



Administration Building

7.0 Community Relations

Element Objective and Strategy: The objective is to actively communicate with our public, promote the District, educate the public on our programs, services, parks and facilities while projecting a positive image in the community. Our strategy to accomplish this is to provide exceptional customer service. We will increase the quantity and quality of outreach methods.

7.1 Communicate Effectively - To effectively communicate with District residents, we will continue to maintain the District's website. We will ensure that all departments provide regular updates on programs and services, that the front page provides the latest District information, that all links are current and updated, and that the site is evaluated on an annual basis.

7.2 Speaker's Bureau - To promote the District and to educate the public a "Speaker's Bureau" will be developed. This bureau will be made up of both District staff and Board members who are specifically designated to speak on the District's behalf. We will establish an annual calendar of speaking engagements for management staff to communicate and market District programs and events for community organizations.

7.3 Marketing Plan - We will establish a marketing plan that includes the utilization of all methods of marketing to include the local media, television, radio, press releases, social media and email blasts to promote and market the District. (Refer to Recreation & Services 1.8)

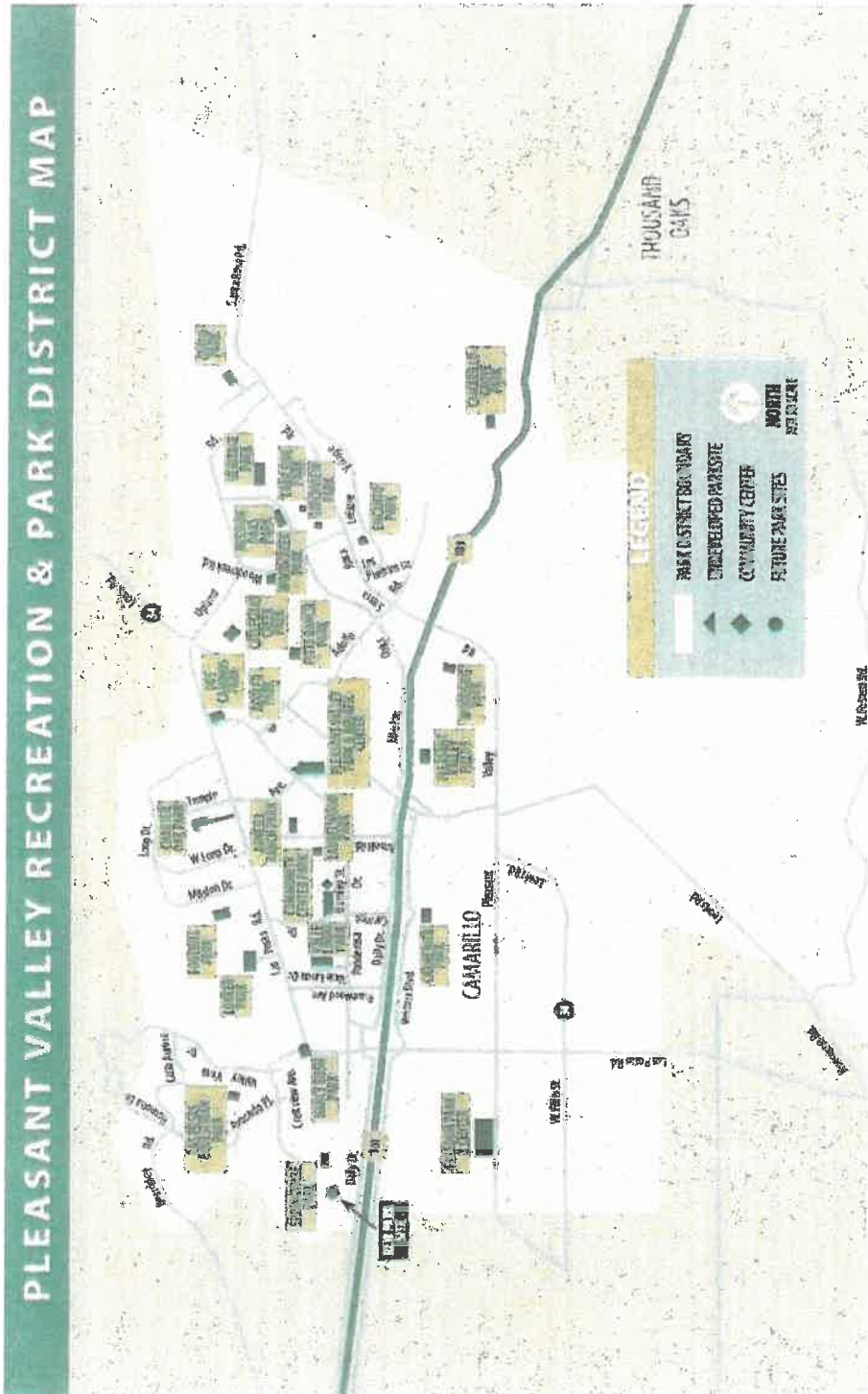
7.4 Participate with other Public Organizations - The District will develop a "plan of attack" for staff participation on public committees, membership in community organizations and non-profit boards, whose mission is consistent with the District's.

F. Table 1 – “Plan-at-a-glance” Strategy Overview

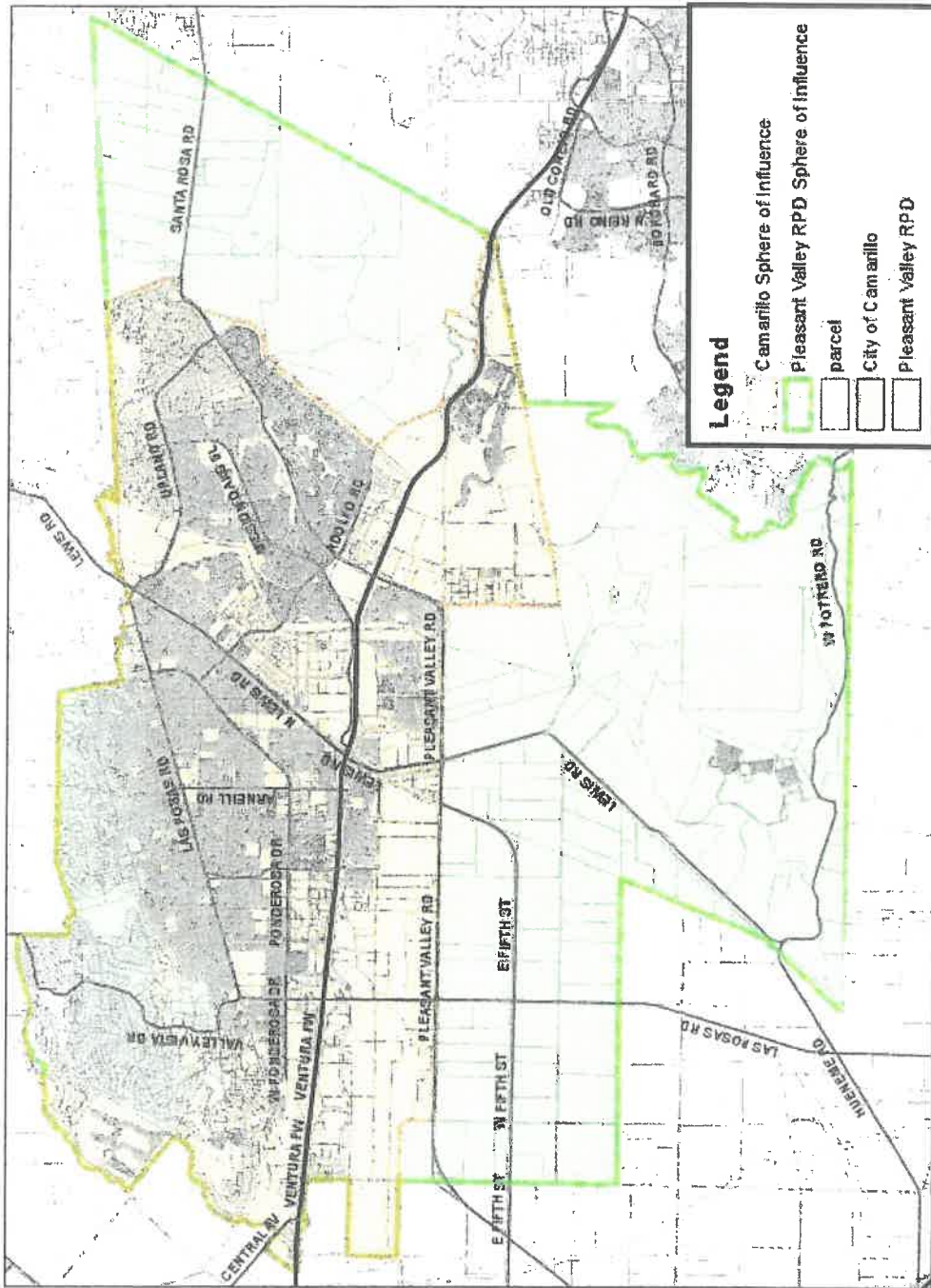
| <i>Strategic Element</i> | <i>Strategic Goals</i> | <i>Timeframe</i> |
|-------------------------------------|--|---|
| 1.0 Recreation/ Services | 1.1 Assessing Community Needs | <i>FY 2015/16</i> |
| | 1.2 Evaluate Program Partnerships | <i>FY 2013/14</i> |
| | 1.3 Program Fee Evaluation | <i>On-going</i> |
| | 1.4 Provide Top-quality Programs | <i>On-going</i> |
| | 1.5 Program Assessment | <i>FY 2015/16</i> |
| | 1.6 Program Partnerships | <i>Annually</i> |
| | 1.7 Youth Sports Partners | <i>FY 2014/15</i> |
| | 1.8 Sponsorship Opportunities | <i>FY 2014/15</i> |
| 2.0 Facilities/ Property | 2.1 Create a District Master Plan | <i>FY 2014/15</i> |
| | 2.2 Five (5) year Capital Improvement Plan | <i>FY 2013/14 On-going</i> |
| | 2.3 Senior Center/Gym Capital Plan and Campaign | <i>FY 2013-18</i> |
| | 2.4 Open Space, Trail, Greenway Management Plan | <i>FY 2012/13 -13/14 Annually</i> |
| | 2.5 Facility Improvement and Vehicle Replacement Plan | <i>FY 2012-14</i> |
| | 2.6 Service Delivery Evaluation | <i>FY 2014/15</i> |
| | | |
| 3.0 Finances | 3.1 Five Year Financial Plan | <i>FY 2013-18</i> |
| | 3.2 Fiscal Reserves Management | <i>FY 2013-18</i> |
| | 3.3 Best Accounting Procedures | <i>FY 2013-18</i> |
| | 3.4 Evaluate a Non-profit Foundation | <i>FY 2014/15</i> |
| | 3.5 Grant Policy | <i>FY 2013/14</i> |
| | 3.6 Restructure Administration Department | <i>FY 2013/14</i> |
| 4.0 Partnerships | 4.1 Communicate with Local Partners | <i>On-going</i> |
| | 4.2 Partnership Development | <i>On-going</i> |
| | 4.3 Maintain Financial Partners | <i>FY 2013/14, On-going</i> |
| | 4.4 Coordinate Meetings with Partner Agencies | <i>FY 2013/14, Annually</i> |
| | 4.5 Foster Open Space/Trails Relationships | <i>FY 2014/15, On-going</i> |
| | 4.6 Community Partnerships | <i>FY 2013/14, On-going</i> |
| | 4.7 Non-profit Co-sponsorship | <i>FY 2014/15, On-going</i> |
| | 4.8 Joint Use Agreements | <i>FY 2014/15</i> |

| Strategic Element | Strategic Goals | Timeframe |
|--------------------------------------|--|---------------------------------------|
| 5.0 Personnel /Organization | 5.1 Hiring and Promotion Process | <i>FY 2013/14</i> |
| | 5.2 New Employee Orientation Plan | <i>FY 2014/15 On-going</i> |
| | 5.3 Succession Plan | <i>FY 2014/15</i> |
| | 5.4 Full-time Compensation Studies | <i>FY 2013/14 &FY 2016/17</i> |
| | 5.5 Part-Time Compensation Studies | <i>FY 2013/14 &FY 2016/17</i> |
| | 5.6 Intern Program | <i>FY 2014/15</i> |
| | 5.7 Disaster Preparedness Plan | <i>FY 2014/15, Annually</i> |
| | 5.8 HR Training Program | <i>On-going</i> |
| 6.0 Administrative Management | 6.1 Ordinance Manual | <i>FY 2014/15, Annually</i> |
| | 6.2 Employee Manual | <i>FY 2015/16, Annually</i> |
| | 6.3 Policy and Procedure Manual | <i>FY 2013/14, Annually</i> |
| | 6.4 Legislative Participation | <i>On-going</i> |
| | 6.5 Professional Development | <i>On-going</i> |
| | 6.6 Board Development | <i>On-going</i> |
| | 6.7 Mutual District/City Council Goal Development | <i>FY 2014/15, Annually</i> |
| | 6.8 Records Management System | <i>FY 2015/16</i> |
| | 6.9 Update Strategic Plan | <i>Annually</i> |
| | 6.10 Information Technology Plan | <i>FY 2013/14</i> |
| | 6.11 Transparency Certification | <i>FY 2013/14</i> |
| 7.0 Community Relations | 7.1 Communicate Effectively | <i>On-going</i> |
| | 7.2 Speaker's Bureau | <i>FY 2014/15, Annually</i> |
| | 7.3 Marketing Plan | <i>FY 2013/14, On-going</i> |
| | 7.4 Participate with other Public Agencies | <i>FY 2014/15, Annually</i> |

Pleasant Valley Recreation and Park District

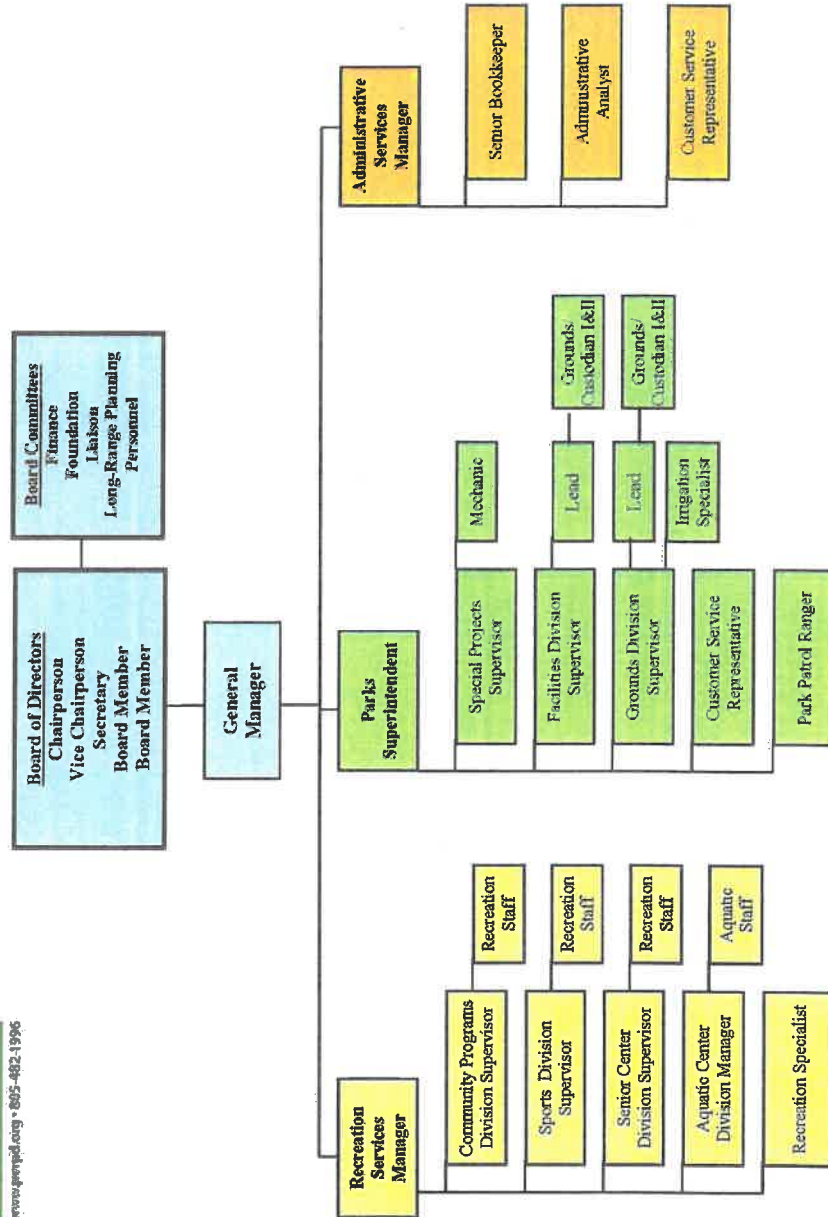


Map provided by LAFCO (Local Agency Formation Committee)



Boundaries and Sphere of Influence

Organizational Chart Pleasant Valley Recreation and Park District



Revised April 2013

Strategic Element - 1.0: Recreation & Services

| <i>Strategic Element</i> | <i>Strategic Goals</i> | <i>In-Progress</i> | <i>Completed</i> |
|---|--|--|---|
| 1.0 Recreation/Services | 1.1 <i>Assessing Community Needs</i> | Entering into Phase 2 of the Senior & Community Facility Plan which is to hire an Architectural Firm to Design a facility | Completed the Senior and Facility Needs Assessment which will give the District direction on next steps |
| | 1.2 <i>Evaluate Program Partnerships</i> | Updating Community Service Group agreements, processes, and fees (1.3); continuing to build out community relations and site activations; working closely with other community organizations (kidSTREAM; Boys & Girls Club of Camarillo, Channel Islands YMCA) | Updated Contract Instructor agreements, processes, and fees (1.3) |
| | 1.3 <i>Program Fee Evaluation</i> | Analyzing expenses related to fields and facilities; analyzing Fee Schedule and Cost-Recovery opportunities | Developed Program Analysis template; Updated ActiveNet processes and fees; addressed discounting of Admin Fees |
| | 1.4 <i>Provide Top-Quality Programs</i> | Developing recreational, administrative, and park customer service and satisfaction metrics | Implemented "Fun Free Events in July" as part of National Park and Recreation Month |
| To support and provide quality, diverse, cost-appropriate activities, programs and services that meet the needs of the community. | 1.5 <i>Program Assessment</i> | | Updated process for recruiting, contracting, and managing of recreation programming and contractor instructors- updated contracts and revenue share; improved processes related to discounting of fees |
| | 1.6 <i>Program Partnerships</i> | Assessing program shortfalls and identifying process improvement opportunities for partnership activation (1.2, 1.4); Developing volunteer practices; developing sponsorship processes and identifying opportunities | Recruited and hired a Marketing Specialist Expanded/developed community relations and site activations Working closely with other community organizations (kidSTREAM; Boys & Girls Club of Camarillo, Channel Islands YMCA) |
| | 1.7 <i>Youth Sports Partners</i> | Updating Community Service Group agreements, processes, and fees (1.3) Creating a Sponsorship Inventory list to aid in replacement of amenities | |
| | 1.8 <i>Sponsorship Opportunities</i> | Working with the Parks Foundation to fund the refurbishment of the Caretaker House at Camarillo Grove Park | |

Strategic Element - 2.0: Facilities & Property

| <i>Strategic Element</i> | <i>Strategic Goals</i> | <i>In-Progress</i> | <i>Completed</i> |
|---|--|--|--|
| <p><i>To ensure existing facilities and parks are well maintained. Plan new facilities and property acquisitions based on the needs and opportunities in the community.</i></p> | <p>2.1 <i>Create a District Master Plan</i></p> | | <p>Capital Items addressed: Roofs (Bob Kildee Baseball restroom, Freedom Park West restrooms)</p> |
| | <p>2.2 <i>Five (5) Year Capital Improvement Plan</i></p> | <p>Continuing to make progress on the current Capital Improvement Plan, Meter enclosure at Adolfo Park, Springville Dog Park</p> | <p>Tree Master plan and Charter Oaks windrow Picnic areas (Arneill Ranch, Nancy Bush #2)</p> |
| | <p>2.3 <i>Senior Center/Gym Capital Plan and Campaign</i></p> | <p>Entering into Phase 2 of the Senior & Community Facility Plan which is to hire an Architectural Firm to Design a facility</p> | <p>Community Center Interior Restrooms and Auditorium Patio Mission Oaks Restroom/Concessions Roof</p> |
| | <p>2.4 <i>Open Space, Trail, Greenway Management Plan</i></p> | <p>Continuation of exploration of potential properties, partners and grants/funding related to trails and open space</p> | <p>Completed the Senior and Facility Needs Assessment which will give the District direction on next steps</p> |
| | <p>2.5 <i>Facility Improvement and Vehicle Replacement Plan</i></p> | <p>Reviewing and completing assessment for indoor facilities/amenities. Examining long term replacement plan</p> | <p>Added various amenities to the trail system to include; benches, stairs, and retaining walls</p> |
| | <p>2.6 <i>Service Delivery Evaluation</i></p> | <p>Analyzing a long term program or application which can handle a Work Order process</p> | <p>Completed an assessment of park amenities. Adding funding for replacement vehicles</p> |

Strategic Element - 3.0: Finances

| <i>Strategic Element</i> | <i>Strategic Goals</i> | <i>In-Progress</i> | <i>Completed</i> |
|--------------------------|---|--|--|
| 3.0 Finances | 3.1 Five Year Financial Plan | Working toward forecasting for next 5 years to ensure District sustainability | Continuing to review and assess investments (1-5 years) along with a clean audit for FY17-18 |
| | 3.2 Fiscal Reserves Management | Funding the various reserve allocations and continuing to work toward 5% reserve allocation | Computer Fleet Reserve Funded - 25% (Maximum: \$40,000) Vehicle Fleet Maint Funded - 78% (Maximum: \$65,000) Designated Project/Special Use Reserve Funded - 33% (Maximum: \$50,000) Dry Period Reserve Funded - 3.38% (Maximum: 5% of Annual Operating Budget) |
| | | | Operations & Administrative Operations Reserve Funded - 1.32% (Maximum: up to three (3) months of operations expenses) |
| | | | Total for All Reserve Funded - 1.5% (Cumulative: \$2.6 million for all reserve accounts) |
| | 3.3 Best Accounting Procedures | Developing a Finance Standard Operating Procedure Manual | Evaluating a Cost-Recovery Policy; evaluating discounts (process and policy); evaluating District Fee Schedule |
| | 3.4 Evaluate a Non Profit Foundation | | Pleasant Valley Recreation and Parks Foundation Board raised over \$30K last year |
| | 3.5 Grant Policy | Gathering data to manage and prioritize grants and address the needs of the District, developing a grants management practice and standard operating procedure | Completed the following grant applications: Habitat Conservation Fund |
| | | | MLB Tomorrow Fund |
| | | | Saucony Run for Good Foundation |
| | 3.6 Restructure Department | Continually working on assessing positions to align with District goals and projects | Administration Department continues to evaluate projects to align with Board Goals and to better serve various Divisions; Needs Assessment/Policies/Foundation/IT Contract |

To ensure the short and long-term fiscal health of the District.

Strategic Element - 4.0: Partnerships

| Strategic Element | Strategic Goals | In-Progress | Completed |
|--|---|---|---|
| 4.0 Partnerships | 4.1 Communicate with Local Partners | Continuing to work with the City of Camarillo | Completed update to Quimby Fee Ordinance, senior/community needs assessment |
| | 4.2 Partnership Development | | Developed partnerships with Camarillo YMCA and with Child Development Centers (Young Set Club) |
| | 4.3 Maintain Financial Partners | | Completed an agreement for Pole Positions for Advertising |
| | 4.4 Coordinate Meetings with Partner Agencies | Working regularly with Conejo, Rancho Simi and Health Care District to address various uses that arise or receive input on best practices | |
| | 4.5 Foster Open Space/Trails Relationships | Attended Yearly Round table on Open Space Property & Partnership Exploration for connectivity of trails | |
| Develop a wide range of strategic ties with other governmental agencies, community partners. | 4.6 Community Partnerships | Continue participation on the Camarillo Chamber of Commerce as well as the Camarillo Hotel and Tourism boards | Development of volunteer practices, sponsorship processes and identifying opportunities Recruited and hired a Marketing Specialist |
| | 4.7 Non-Profit Co-Sponsorship | Working with Kiwanis and Amber Lights on playground upgrades | Expanded/developed community relations and site activations Working closely with other community organizations (kidSTREAM; Boys & Girls Club of Camarillo, Channel Islands YMCA) |
| | 4.8 Joint Use Agreements | Reviewing Joint Use Agreements with Pleasant Valley School District and Oxnard Union High School District (Freedom Gym) | Updated and installed 10 new benches within the park system Developed and executed 33 single-use MOUs between the District and community partners |

Strategic Element - 5.0: Personnel & Organization

| <i>Strategic Element</i> | <i>Strategic Goals</i> | <i>In-Progress</i> | <i>Completed</i> |
|---|--|---|---|
| <p>5.0 Personnel /Organization</p> | <p>5.1 Hiring and Promotion Process</p> | | <p>Updated job descriptions and salary schedules</p> <p>As part of the employee manual, staff has updated information to reflect correct procedures when hiring staff and promoting staff</p> <p>Finalized a yearly testing measure for Grounds/Facilities I to move up to a Grounds/Facilities II when there is a vacant position</p> |
| <p><i>Employ and retain a productive high quality and motivated workforce that upholds District values.</i></p> | <p>5.2 New Employee Orientation Plan</p> | <p>Continuing to work on the onboarding process to ensure a smooth transition with new staff</p> | |
| | <p>5.3 Succession Plan</p> | <p>Analyzing District organizational structure</p> | |
| | <p>5.4 Full-Time Compensation Studies</p> | | <p>Reclassified FT/FTYR positions (Program Specialist/Recreation Specialist), developed Marketing Specialist job description</p> |
| | <p>5.5 Part-Time Compensation Studies</p> | <p>Continuing to address minimum wage effect on salary schedules for full and part-time employees</p> | <p>Reclassified PT positions (Recreation Leaders I/II, Lifeguard/WSI)</p> |
| | <p>5.6 Intern Program</p> | <p>Working with various community and educational institutions to understand and develop guidelines for partnerships</p> | |
| | <p>5.7 Disaster Preparedness Plan</p> | <p>Working on the IPP manual to include Disaster Preparedness Plan</p> | <p>Hold monthly Safety meetings</p> |
| | <p>5.8 HR Training Program</p> | <p>Staff attending trainings offered through: Liebert Cassidy Whitmore (Public Sector Personnel and Law), CSDA (conferences/webinars/), Revenue Development and Management School, and Parks and Recreation Maintenance Management School</p> | <p>Sent staff to over 15 employees to training this past year to include industry-specific: Cal Lutheran (Supervisory Skills for Public Management), California Aquatics Management School, Supervisors Management School, General Manager Leadership, Board Secretary/Clerk Conference, Liebert Cassidy Whitmore (Public Sector Personnel and Law)</p> |

Strategic Element - 6.0: Administrative Management

| Strategic Element | Strategic Goals | In-Progress | Completed | |
|---|---|---|---|---|
| <p><i>6.0 Administrative Management</i></p> <p><i>Create, maintain, and implement policies and procedures to ensure sound management of the District.</i></p> | <p><i>6.1 Ordinance Manual</i></p> | <p>Updating General Use Policy</p> | <p>Updated Ordinance 8 & Ordinance 9</p> | |
| | <p><i>6.2 Employee Manual</i></p> | <p>Examining current Ranger Policies and Procedures</p> <p>Reviewing and updating the following documents; employee manual, MOU between District and SEIU</p> | <p>As part of the employee manual, staff has updated information to reflect correct procedures when hiring staff and promoting</p> | <p>Surplus property policy</p> |
| | <p><i>6.3 Policy and Procedure Manual</i></p> | <p>Reviewing and updating Personnel Policies and Procedures</p> | <p>Staff and Board attend Legislative Days on an annual basis. GM attends California Association Recreation Park District Legislative Committee Monthly Conference Call</p> <p>Board and Staff part of expert feedback team for CSDA (Financial & Personnel)</p> | |
| | <p><i>6.4 Legislative Participation</i></p> | <p>Continuing to receive weekly updates from CSDA regarding new legislation and working on a Legislative Policy</p> | <p>Sent staff to over 15 employees to training this past year to include industry-specific: Cal Lutheran (Supervisory Skills for Public Management), California Aquatics Management School, Supervisors Management School, General Manager Leadership, Board Secretary/Clerk Conference, Liebert Cassidy Whitmore (Public Sector Personnel and Law)</p> | |
| | <p><i>6.5 Professional Development</i></p> | <p>Professional Memberships with CSDA/CARPD/NRPA/CPRS</p> | <p>Board members attend required trainings as well as attend Legislative Days/CSDA Conferences/VCSDA/SMMC/Water District Tours</p> <p>Working with City on current Quimby Act Park Fees and Land Dedication modifications</p> | |
| | <p><i>6.6 Board Development</i></p> | | <p>Cooperative Agreement regarding Architectural Design of a Senior and Community Facility</p> | <p>Reviewed and added language to records retention regarding updated laws</p> |
| | <p><i>6.7 Mutual District/City Council Goal Development</i></p> | <p>Reviewing and cleaning-up the Records Retention and Destruction Policy and documents</p> | <p>Assessing current IT hardware needs (storage capacities/switches/servers)</p> | <p>Finalized the IT Contract and services and entered into a 1-year agreement</p> |
| | <p><i>6.8 Records Management System</i></p> | <p>Assessing current IT hardware needs (storage capacities/switches/servers)</p> | <p>Completed Certification</p> | |
| | <p><i>6.9 Update Strategic Plan</i></p> | | | |
| | <p><i>6.10 Information Technology Plan</i></p> | | | |
| | <p><i>6.11 Transparency Certification</i></p> | | | |

Strategic Element - 7.0: Community Relations

| <i>Strategic Element</i> | <i>Strategic Goals</i> | <i>In-Progress</i> | <i>Completed</i> |
|---|--|---|---|
| 7.0 Community Relations | 7.1 Communicate Effectively | Site activations with community partners | Recruited and hired a Marketing Specialist to facilitate one voice for the District (outreach, marketing, site activations), developed creative request processes and forms |
| Actively communicate with the public, promote the District, and educate the public on programs, services, parks and facilities. | 7.2 Speaker's Bureau | Establishing a more formal process to ensure staff and Board are communicating the same message | Completed New Park Signage with the exception of those which have monument signage |
| | 7.3 Marketing Plan | Developing a District wide Marketing Plan, Defining an Identifiable District brand | Hired a Marketing Specialist |
| | | | Consolidated and increased social media presence |
| | | | Re-design of Activity guide (in-house) Effectively engaging the public and more targeted email campaigns |
| | 7.4 Participate with other Public Agencies | | |

**PLEASANT VALLEY RECREATION & PARK DISTRICT
GOALS & OBJECTIVES**

Pleasant Valley Recreation & Park District
Board Goal Setting 2019/2020

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

1. Recreation & Services - To support and provide quality, diverse, cost-appropriate activities, programs and services that meet the needs of the community.

FY18/19 Goals

1. Develop recreational, administrative, and park customer service and satisfaction metrics
2. Develop facility use and expense reports to aid in the development of field/facility allocation and use policy
3. Update Fee Schedule
4. Develop processes for contracting and management of recreation programming and contracting of instructors
5. Assessment of program shortfalls and identify process improvement opportunities for partnership activation

FY19/20 Objectives

- 1.
- 2.
- 3.

**PLEASANT VALLEY RECREATION & PARK DISTRICT
GOALS & OBJECTIVES**

2. Parks & Facilities - To ensure existing facilities and parks are well maintained. Plan new facilities and property acquisitions based on the needs and opportunities in the community.

FY18/19 Goals

1. Finalize Senior and Facility Needs Assessment
2. Continue exploration of potential properties and partners related to trails and open space
3. Review and revise Five (5) Year Capital Plan to include Quimby Funds

FY19/20 Objectives

- 1.
- 2.
- 3.

**PLEASANT VALLEY RECREATION & PARK DISTRICT
GOALS & OBJECTIVES**

3. Finances - To ensure the short and long-term fiscal health of the District.

FY18/19 Goals

1. Continue researching grant opportunities and funding resources and prioritize based on needs of the community
2. Begin forecasting for next 5 years
3. Examine a multi-year budgeting and accounting plan for grants which extend over multi-years

FY19/20 Objectives

- 1.
- 2.
- 3.

**PLEASANT VALLEY RECREATION & PARK DISTRICT
GOALS & OBJECTIVES**

4. Partnerships – Develop a wide range of strategic ties with other governmental agencies, community partners

FY18/19 Goals

1. Continue updating necessary joint use agreements
2. Continue working with the City of Camarillo regarding the Senior and Facility Needs Assessment, Parkland dedication fees, & Water Mitigation
3. Continue working with Camarillo PONY Baseball regarding an MOU for maintenance and use agreement
4. Continue exploration of property & partnership for trail connectivity and land
5. Finalize Community Service Group Agreements
6. Identify current potential partnership opportunities

FY19/20 Objectives

- 1.
- 2.
- 3.

**PLEASANT VALLEY RECREATION & PARK DISTRICT
GOALS & OBJECTIVES**

5. Personnel & Organization – Employ and retain a productive high quality and motivated workforce that upholds District values.

FY18/19 Goals

1. Enhance the new employee orientation/on-boarding process
2. Review and revise the District’s IIPP manual as well as the Disaster Preparedness Plans
3. Continue assessing minimum wage impact related to part-time and full-time salaries

FY19/20 Objectives

- 1.
- 2.
- 3.

**PLEASANT VALLEY RECREATION & PARK DISTRICT
GOALS & OBJECTIVES**

6. Administrative Management – Create, maintain, and implement policies and procedures to ensure sound management of the District.

FY18/19 Goals

1. Continue working with the City of Camarillo regarding a senior center or facility to meet our constituents needs
2. Review and clean up the Records Retention and Destruction Policy
3. Perform an RFP for Information Technology Contract and Services
4. Examine the need for an updated Strategic Plan
5. Review and update the Employee Manual
6. Review and update the MOU between the District & SEIU
7. Review and revise the General Manager’s Contract

FY19/20 Objectives

- 1.
- 2.
- 3.

**PLEASANT VALLEY RECREATION & PARK DISTRICT
GOALS & OBJECTIVES**

7. Community Relations – Actively communicate with the public, promote the District, educate the public on programs, services, parks and facilities.

FY18/19 Goals

1. Work on District Wide Marketing Plan to include Website, Facebook, Activity Guide
2. Finish updating Park Signage with new design standards
3. Establish a more formal process to ensure we are communicating one message
4. Hire a Marketing Specialist to further develop the District Brand

FY19/20 Objectives

- 1.
- 2.
- 3.