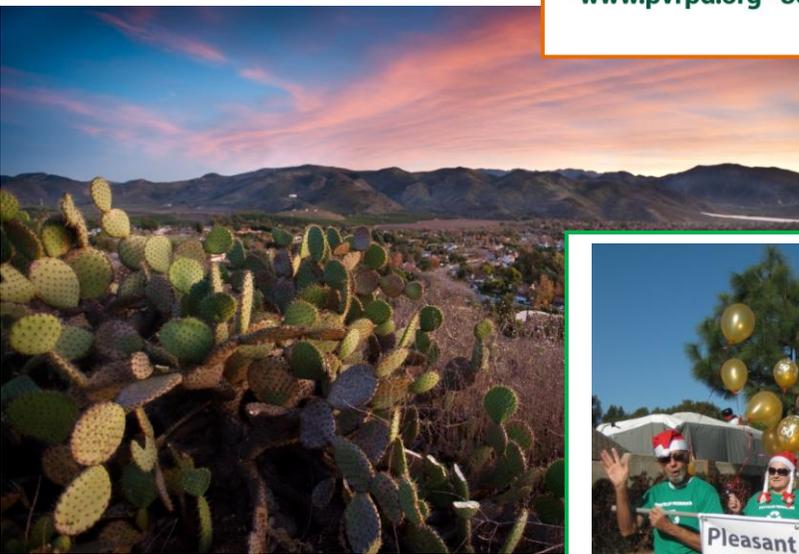
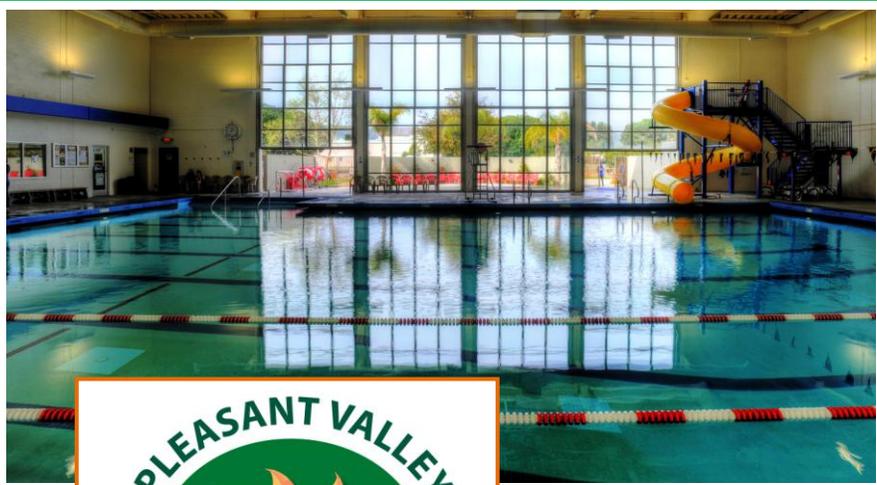


# PLEASANT VALLEY RECREATION & PARK DISTRICT DISTRICT FIVE YEAR 2013-2018 STRATEGIC PLAN



Approved May 1, 2013

## **Governing Board of Directors**

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Elaine Magner, Vice Chairperson  
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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.

**2.2.2** Project future facility needs, and development based improvements to project funding needs.

**2.2.3** Work with Finance/Administration to develop and set annual and long range Capital Fund amounts.

**2.2.4** Establish priorities for capital projects, existing facilities, new construction, improvements, expansion, etc.

**2.2.5** 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.

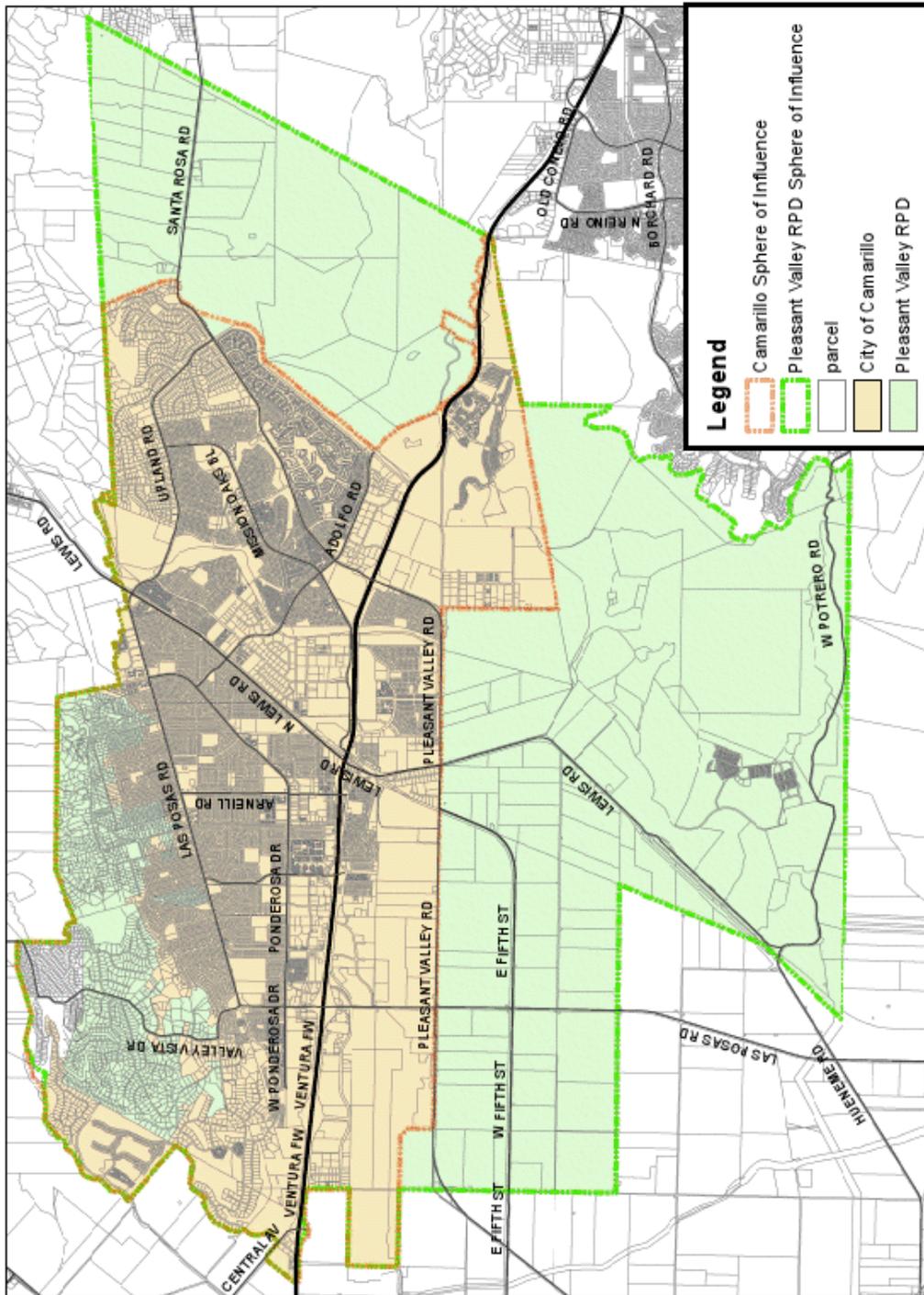
**F. Table 1 – “Plan-at-a-glance” Strategy Overview**

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

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

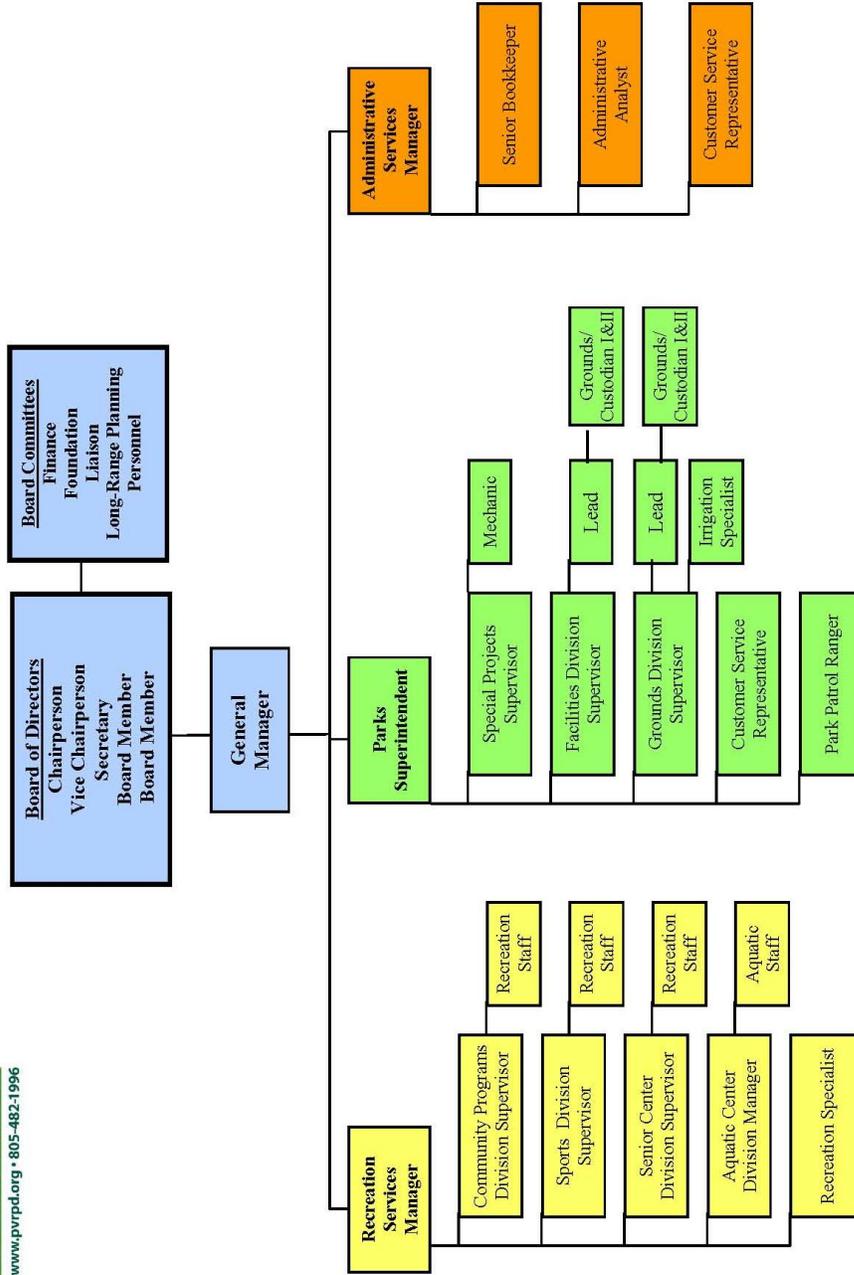


Map provided by LAFCO (Local Agency Formation Committee)



Boundaries and Sphere of Influence

# Organizational Chart Pleasant Valley Recreation and Park District



*Revised April 2013*