



## Board Strategic Plan Update Workshop

**Brent H. Ives, Principal**  
**BHI Management Consulting**  
**January 23, 2021**



# Introduction

- INTRODUCTION(s)

- Brent Ives, BHI Management Consulting

- Organizational consultant to Special Districts (20 years)

- Strategic Planning - Supervisor training – Board dynamics/manager interactions - workshops, etc.

- 25 years engineering manager at LLNL

- USF - Organizational Development

- 23 years on Tracy City Council prior to last 8 years as elected Mayor

- (termed out 2014), various local and regional Boards/Commissions



# Today

- Plan process overview
- Start a discussion list
- Overview of strategic planning
- Review the Mission statement
  - solidify the purpose and meaning of the Mission Statement
- Review Core Values
- Review future look inputs
- Work on a 5 yr. Vision Statement for the District
- Identify Strategic Focus Areas for concentrated effort over the next 5 yr.

# This Process

- Gathered input for this workshop from each of you and senior staff.
- Workshop (Today)
- We will use all of the info gathered to develop a review level draft for the Board for directional check. (a few weeks – March?)
- Make final changes and bring back at regular meeting for final review, discussion and adoption.
  
- PLEASE KEEP IN MIND:
  - This is an update process...not a full strategic planning process.
  - It allows five years, as such consider plausible, incremental changes, plans and improvements.
  - While this is a five-year plan, there are lessons learned from pasts planning activities
  - This is an opportunity

# Linkages in Strategic Planning

**MISSION STATEMENT** →

**VISION** →

**BOARD (WHAT)**    **CORE VALUES** →

*Value Driven*

**Strategic Elements** →

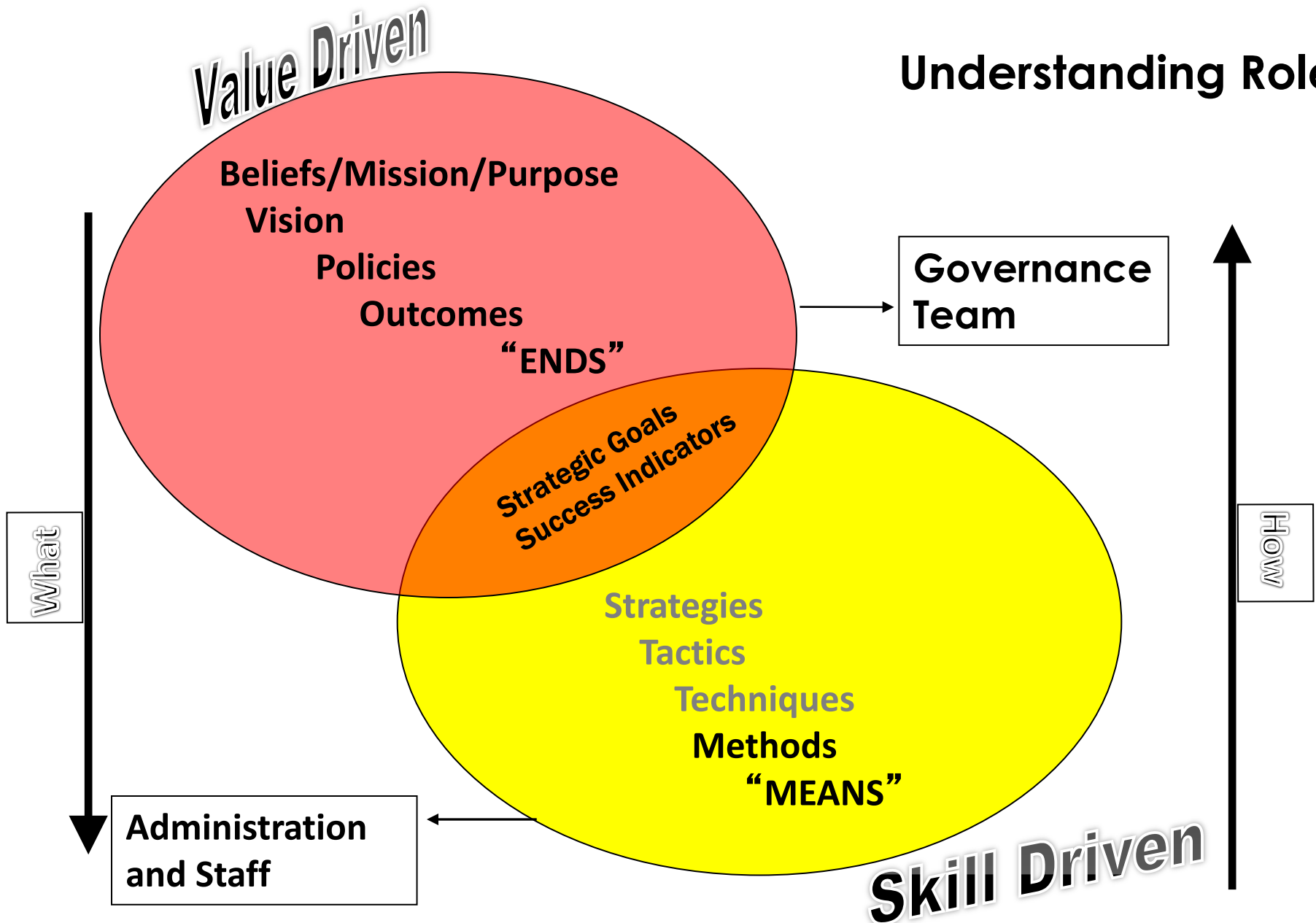
*Skill Driven*

**Strategic Implementation** →

**STAFF (HOW)**

**5-year Workplan**

# Understanding Roles



# MISSION

MISSION: A STATEMENT ADDRESSING *WHY* THE DISTRICT EXISTS.

- What was the public intent?
- Why are you here?
- Mission is the drive engine! - it must be well **understood and intentional!**
- - - Everything this District, or anyone attached to it, does or can be linked back to the Mission. -- The Core Purpose!!

# MISSION

## MISSION: APPROACH

- Make sure its right, word for word.
- It rarely changes, but can.
- It can easily be one or two sentences long.
- This statement belongs to the Public, through the Board.

## Challenges -

- Adding too much so it that it begins to get into vision or strategies that change.
- Working through the meaning of the words and intentions



# PVRPD MISSION

*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.*



# PVRPD MISSION (1/23/21)

*The PVRPD will provide and maintain a wide-range of quality parks, facilities and programs focused on leisure, recreational and athletic activities meeting the needs of residents of the District.*

*Facilities will support both organized activities and casual use for all age groups.*

*\*Wide instead of Full*

- Spaces instead of facilities ... parks*
- State Cup not easy to get/do...maybe others ...*
- creative revenue sources*



# Core Values of the Board(2021)

*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?

# Input

Input was gathered from several sectors

- Each of you
- The Senior Staff

# Input – Strengths/Weaknesses

## Strengths -

- Staff
- Mary's/staff relationship with City
- New Board perspectives
- Our facilities – some
- Financial position

## Weaknesses –

- Inconsistencies in agreements
- Clear path for/with senior center
- No crystal ball

# Input – Opportunities/Threats

## Opportunities-

- New Board Viewpoint
- Lessons learned from COVID experience
- Clear of identification of emerging demographic within the District and serving them
- Serious review of cost inflation mitigation measures
- Boundary expansion
- Clear path for Senior center

## Threats -

- Unknowns of COVID
- Legal action for access
- Overall cost of doing business (unfunded liabilities, cost of employment, maintenance, etc.)
- Conflicting Board priorities



# Vision Statement

*(Where we'd like to be in the future)*

- Describes the future;
  - Where are we going?, or
  - How we would like to describe ourselves in five years?, or
  - What we'd like to say in a “State of the District” address in the year 2026?
  - Where do we want to go or what do we need to do that we are not doing currently?
- Your Vision will be expressed in Strategic Focus Areas (*collected thus far*)
  - Senior Center
  - Financial Management (Costs, debt, fees, other potential revenues...)
  - Completing current projects (Freedom Park... )
  - Programming clarity (use, costs, efficiency, fairness, etc.)
  - Current and future employment and succession

# PVRPD 5-yr. Strategic Focus Areas- a roll-up

## - STRATEGIC FOCUS AREAS

- Sustained Financial Stability (*Review costs and program subsidies, no or yes debt needed, fee studies aimed at our definition of equity, seek other potential revenues...*)
- Senior/Community Center (seniors, gym, basketball, indoor pickleball, classroom facilities, etc.) - *An inclusive use facility planned for opening in five years that will need partners to be able to build and support. If this is a change in the understanding of partners, we must vet any use changes with them.*
- Completing current projects, renovations, boundary discussion, capital plan (Freedom Park, Arneil Ranch Park, ...) *We must continue to complete planned renovation, asset management for all. Update capital plan. Assess the potential annexation the Solmis area and Santa Rosa Valley allowing for partnership opportunities and provide open space?*
- Programming clarity (*documentation/data inputs to establish our basis for use, costs, share policy, cost-recovery discussion and clarity, etc.*)
  - 1.) *“Recreation management system coming...”*
  - 2.) *Public Forums to inform these discussions*
- Current and future employment and succession  
(single-point scenario – facilities, administrative, programming, maintenance)
  - (workforce satisfaction and continued employee morale, inclusion)
  - (Cross-training may be valuable with the COVID situation – a challenge)



# 15-year PVRPD Vision (2013)

***We are a preeminent Recreation and Park District as demonstrated by:***

- *We remain financially strong*
- *We are still a special district*
- *We have increased our multi-use indoor facilities*
- *We maintain trails from the City to the University*
- *We manage and protect open space*
- *We have achieved the balance between high level parks and facilities and the cost of their maintenance.*

# 15-year PVRPD Vision (Today)

***We are a preeminent Recreation and Park District as demonstrated by:***

- *We remain financially strong – \$500,000 current reserves*
- *We are still a special district - Yes*
- *We have increased our multi-use indoor facilities – No, but in process*
- *We maintain trails from the City to the University – Not at this point*
- *We manage and protect open space – Yes, added .08 trail at Camarillo Grove Park, upgraded Camarillo Grove Park, Awarded Habitat Conservation Fund Grant (Outdoor Education)*
- *We have achieved the balance between high level parks and facilities and the cost of their maintenance. – Progress (Electric/Water)*

# PVRPD Vision (2013 -2018)

*WHAT SHOULD BE DONE WITHIN THE NEXT 5 YEARS TO MAKE THAT HAPPEN?*

*AGAIN, SOME DIRECTION EMERGED DURING BOARD INTERVIEWS:*

- A new, larger Senior Center \*\*\*\**
- A community center, with gym\**
- A rehab plan for each park*
- We have successfully transitioned to a new GM*
- Having dealt with the employee compensation issues*
- Therapeutics programs*
- Lots of biking and hiking trails*
- We have completed a true needs assessment for programming*

*These thoughts condensed into the following set*

# 5-year PVRPD Vision Strategy (2013)

## ***As a preeminent Recreation and Park District:***

- *We have improved our image in the Community*
- *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*

# 5-year PVRPD Vision Strategy (Today-1)

## ***As a preeminent Recreation and Park District:***

- *We continue to employ top-notch park and recreational professionals – Continue to provide local and industry level trainings, cross-train staff,*
- *We have a plan in place for each of our existing facilities - Continue to work on the 2013-2018 Capital Facilities Plan – Approximately \$4.8M (Upgrades to the Community Center, Tree Master Plan, Picnic Areas; Pitts Ranch, Valle Lindo Restrooms, Mel Vincent Restrooms, Nancy Bush, Arneill Ranch Park, Completed next Phase at Freedom Park, Aquatics Facility)*
- *We have developed a District Master Plan and accomplished the first full update of our Strategic Plan*

# 5-year PVRPD Vision Strategy (Today-2)

## ***As a preeminent Recreation and Park District:***

- *We have improved our image in the Community – Marketing Specialist, Park Signage/Truck Branding, Multiple Community Partnerships*
- *We have formally assessed the community's recreational needs – Needs Assessment for Senior & Community Center Completed 2018*
- *We have funded and completed a new Senior center – In process prior to COVID-19 (Needs Assessment Complete/Concept Design Approved), funding commitment from City of Camarillo \$8M*
- *We are actively engaged with strategic partners in the Community - City of Camarillo, Camarillo Health Care District, Kidstream, Boys & Girls Club, YMCA, Channel Islands University, Other Park Districts,*
- *We have funded and completed the design of our first new gym – Conceptual Designs approved by District & City – 2019*

# PVRPD 5-yr. Strategic Focus Areas

- Your Vision can be expressed in focused or broad categories.
- These are the bones for the future to hang tactics on the move forward.
- Each needs direction from you.
- Common areas collected so far:
  - Financial Management (Costs, debt, fees, other potential revenues...)
  - Senior Center
  - Completion of current projects, boundary discussion (Freedom Park...)
  - Programming clarity (use, costs, efficiency, etc.)
  - Current and future employment and succession
  - Others?

# Finances

(*example direction* statement from Board)

***Direction Statement:*** *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 revenues while controlling expenditures.*



# Focus Area 5-Yrs.?

Sustained Financial Stability (*Review costs and program subsidies, no or yes debt needed, fee studies aimed at our definition of equity, seek other potential revenues...*)

# Focus Areas 5-Yrs.?

Senior Center – (*What would you like to say about this five years forward?*)

- Senior/Community Center (seniors, gym, basketball, indoor pickle ball, classroom facilities, etc.) - *An inclusive use facility planned for opening in five years that will need partners to be able to build and support. If this is a change in the understanding of partners, we must vet any use changes with them.*

# Focus Areas 5-Yrs.?

Completing current projects and boundaries— (*Freedom Park, and...*)

- Completing current projects, renovations, boundary discussion, capital plan (Freedom Park, Arneil Ranch Park, ...) *We must continue to complete planned renovation, asset management for all. Update capital plan.*
- *Assess the potential annexation the Solmis area and Santa Rosa Valley allowing for partnership opportunities and provide open space?*

# Focus Areas 5-Yrs.?

Programming Clarity (*Use, Costs, Efficiency, etc.*)—

- Programming clarity (*documentation/data inputs to establish our basis for use, costs, share policy, cost-recovery discussion and clarity, etc.*)
  - 1.) “*Recreation management system coming...*”

# Focus Areas 5-Yrs.?

## Current and Future employment and succession...

- (single-point failure scenario – facilities, administrative, programming, maintenance)
- (workforce satisfaction and continued employee morale, inclusion)
- (Cross-training may be valuable with the COVID situation – a challenge)

# What's next?

- Staff and I use the output of this workshop, make proposed implementation plans for your review in the near future.
- Review meeting (6-8 weeks?)
- Document refinements(3-4 weeks)
- Back for final check and approval