

# Pleasant Valley Recreation & Park District



**Mary Otten**  
**General Manager**

**PVRPD Board Meeting**  
**January 28, 2023**

**805.482.1996 • [www.pvrpd.org](http://www.pvrpd.org)**

# 2023 Board Goal Setting



## Agenda

- I. Strategic Plan Overview
- II. Review of Mission Statement
- III. Year 2
  - i. Accomplishments
  - ii. Items Currently in Progress
- IV. Year 3 Goals Discussion
- V. Board Discussion Items & Committee Goals
- VI. Final Adjustments for Year 3 Goals

# I. Strategic Plan Overview



## ***Purpose:***

- To provide direction in serving its communities in recreation and parks for the time period from 2021 to 2026.
- Create direction for future allocation of resources, financial stability, staffing levels, internal support and communication, organizational culture efforts, and the capacity for learning and growth.

# Strategic Plan Overview



## 2021-2026 Strategic Plan

5

**Strategic Focus Areas**

20

**Goals**

102

**Strategies**

# Strategic Focus Areas/Elements



**1.0** Sustained Financial Stability

**2.0** A New Senior/Community Center

**3.0** Completion of Outstanding Projects

**4.0** Increased Programming Clarity

**5.0** Employee Morale and Succession Plan

## II. Review Of Mission Statement

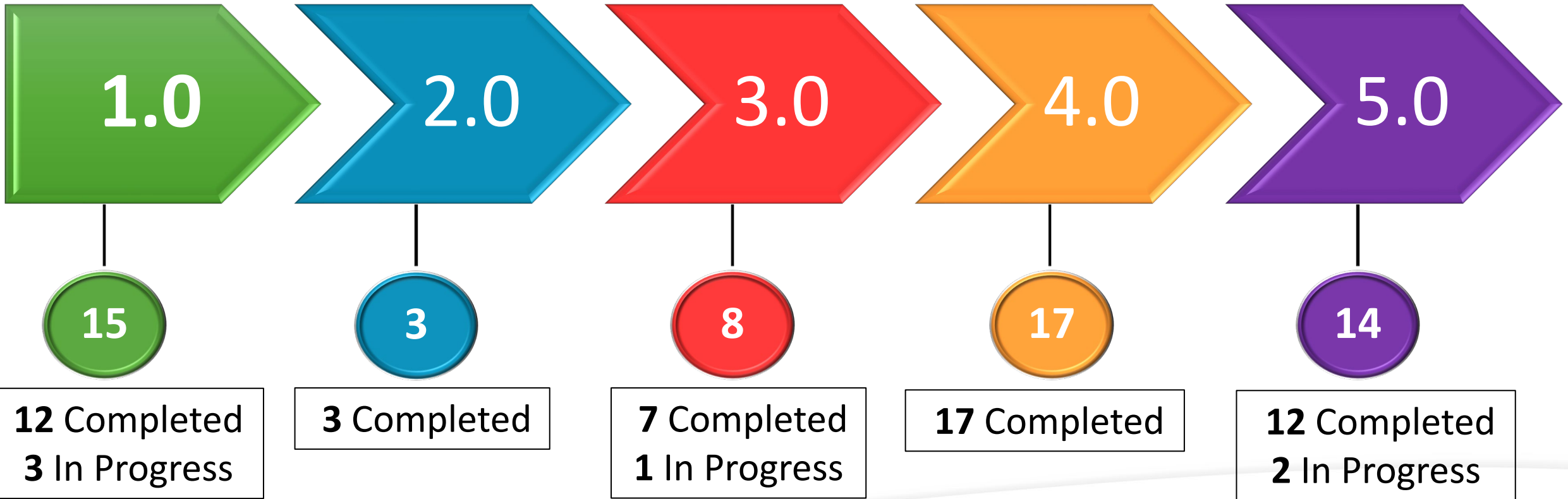


- PVRPD will provide and maintain a wide-range of quality parks, facilities, and programs focused on leisure, recreational and athletic activities meeting the needs of residents of the District. Facilities will support both organized activities and casual use for all ages.



# III. Year 1 – Summary

***-55 Strategies-***



## Yr. 1 Review



### Year 1 – *Highlights:*

- Transitioned to new Recreation software, Amilia
- Somis Farmworker Project Annexed into District & received \$625,725 in Quimby Fees
- Reserves Increased by \$135,203



## Yr. 1 Review



### Year 1 – *Highlights:*

- Environmental Impact:
- Turf Mitigation:

**\$152,042** in Rebates

**76,000** Sq Ft. Removed

**1,017,280** Gallons  
of Potable Water Saved

- Converted All Tennis Court Lighting to LEDs:

**116** Lights

**30%** Cost Savings Projection

- EAC Loan:

**1,400** Light Bulbs Replaced

**\$15,000** approx. Savings

## Yr. 1 Review



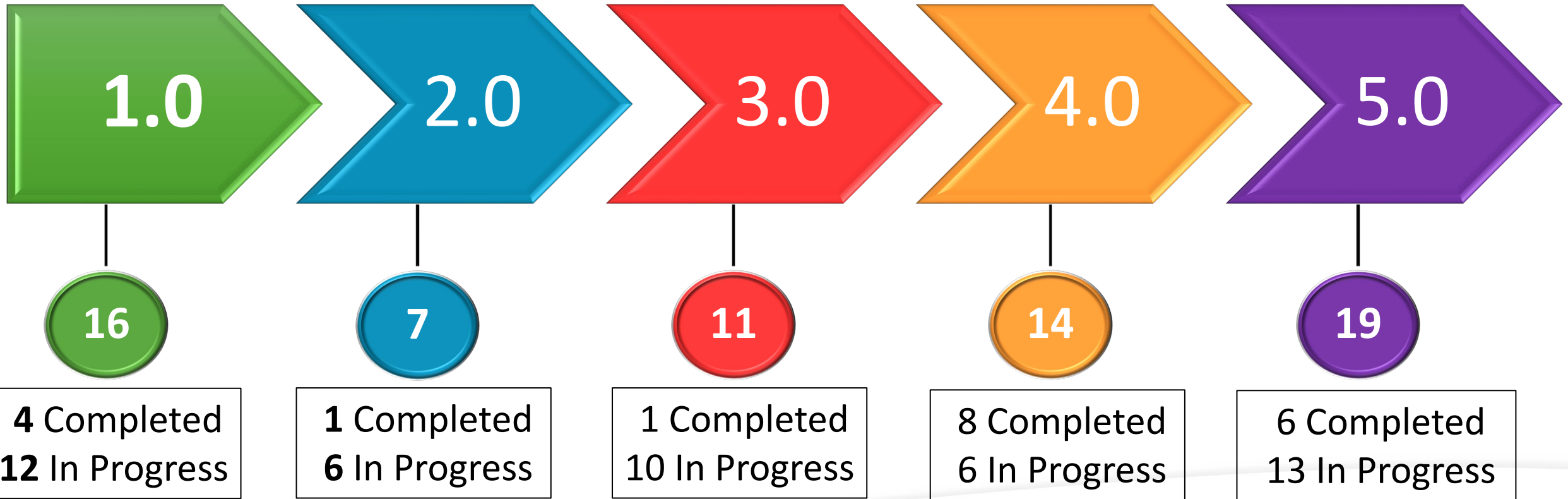
### *Year 1 – Highlights:*

- Employee Morale & Succession Plan
  - Partnered with Government Jobs
  - Attended 5 job fairs
  - Application process available online
  - Revised on-boarding process
  - Developed 6 Touch Point calendar of events

# III. Year 2 – Summary



***-67 Strategies-***



## 1.0 Sustained Financial Stability



### Year 2 – Strategies *Completed*:

- 1.1.A Fee Study & Cost Recovery Policy Cost Recovery Policy Adopted
- 1.2.C California CLASS; 457 switch to Social Security
- 1.2.D/E Reserve Funds – Compensated Absences Currently \$100,000
- 1.4.A Turf Policy Adopted

## 1.0 Sustained Financial Stability



### Year 2 – Strategies *Completed*:

- 1.4.E Finalized ECAA Loan Implementation
- 1.4.F Budgeted for a Hybrid Ranger Vehicle
- 1.5.B Updated AllConnected Contract with Cybersecurity Software



# 1.0 Sustained Financial Stability

## Year 2 – Strategies *In Progress/On-Going*:

- 1.1 Ordinance 8/General Use Policies – being reviewed
- 1.4 Electricity Savings \$18,003.32 Q1 FY23
- 1.4.A Turf Mitigation:

<b>Bob Kildee: 20,000</b>	<b>Valle Lindo: 68,000</b>	<b>Lokker: 75,000</b>
Arneill Ranch (Butterfly Garden): 8,800		
<b>Laurelwood (Butterfly Garden): 18,000</b>		



## 1.0 Sustained Financial Stability



### Year 2 – Strategies *In Progress/On-Going*:

- 1.5 Special Event Policy Adopted
- 1.5.B Computers update for Windows 11 compatibility
- 1.5.C/F Community Surveys
- 1.5.C Touchscreens – Administration & Aquatics
- 1.5.C/D Online availability for Sport Courts & Picnic Shelters
- 1.5.E Google Analytics

## 2.0 A New Senior/Community Center



### Year 2 – Strategies *Completed*:

**2.1** Retained a Consulting Firm, Columbia Capital, to assess District Finances as it relates to a Bond or Financing for a new Multi-Generational Center

**2.1.C** Entered into an agreement with FM3—Fairbank, Maslin, Maullin, Metz, to lead community survey for a ballot measure



## 2.0 A New Senior/Community Center



### Year 2 – Strategies *In Progress*:

- 2.1.D** Identifying Amenities to Update as part of the larger project.
- 2.2.A-D** Successful Bond Campaign—after FM3 results:
- *Retaining a firm to lead the ballot measure*
  - *Developing a needs statement & description*
  - *Comprising Citizen Groups*
- 2.3.E** Ensuring Financial Sustainability through sound financial practices (marketing, diversifying income sources, etc.)

## 3.0 Completion of Outstanding Projects



### Year 2 – Strategies *Completed*:

- 3.1.D** Development & Implementation of a PO [Purchase Order] System; Adoption of new Purchasing Policy focusing on more competitive pricing
- 3.1.E** Demolition of Existing Garage at Camarillo Grove, replacing with Tough Shed
- 3.2.B** Final Approval of Prop 68 Per Capita Grant funds for Arneill Ranch Park Improvements

## 3.0 Completion of Outstanding Projects



### Year 2 – Strategies *Completed*:

- 3.2.B** Partnership with Ventura County Public Works for Calleguas Creek Bike Trail Feasibility Study
- 3.2.F** Completion of ADA Transition Plan—now in Implementation Phase
- 3.3.A** Completed Arneill Ranch Park Phase I; planning to begin Phase II (Paseo area)



## 3.0 Completion of Outstanding Projects



### Year 2 – Strategies *Completed*:

- 3.3.B** Grant awarded for Butterfly Gardens with Ventura County Resource Conservation District at Arneill Ranch & Laurelwood Parks
- 3.4** Completion of Planning, Design & Bidding for Miracle League Field at Freedom Park





## 3.0 Completion of Outstanding Projects

### Year 2 – Strategies *In Progress*:



- 3.1.A Process of updating Capital Improvement Plan—incorporating ADA Improvements
- 3.1.C Developing [Park] Activity Plans
- 3.2.A Comprehensive Parks Master Plan—  
Moved to Year 3



## 3.0 Completion of Outstanding Projects

### Year 2 – Strategies *In Progress*:

- 3.2.B Pursuing Public & Private Partnerships
- 3.2.F Implementation Phase of ADA  
Administrative Procedures & Policies
- 3.4.B Evaluating Projects to Include Energy, ADA, Safety  
Upgrades
- 3.4.D Pursuing Funding Opportunities with Community  
Partners



## 4.0 Increased Programming Clarity

### Year 2 – Strategies *Completed*:

4.3.A Customer Satisfaction Surveys

4.3.B/F/G Implemented 2021 Marketing Plan

4.3.C Implemented New Volunteer  
Registration Website/Software—  
*Volunteer Local*

**350 Volunteers** *(June-Dec.'22)*

**954.75 Hours Donated**

## 4.0 Increased Programming Clarity



### Year 2 – Strategies *Completed*:

4.3.E Installation of WiFi at PVAC

4.3.E Touchscreens installed at PVAC & Administration Office for easier program & picnic area registrations

## 4.0 Increased Programming Clarity



### Year 2 – Strategies *In Progress*:

- 4.1.C Increasing Program Offerings—Contract Operators
- 4.1.D Identify & reduce physical, financial barriers to participation in programming
- 4.3.G Job Fairs/Business Expos/Chamber Events/Non-Profits
- 4.3.C Social Media Presence

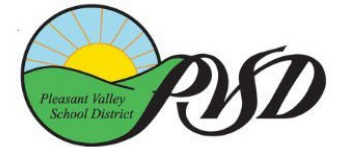


## 4.0 Increased Programming Clarity



### Year 2 – Strategies *In Progress*:

#### 4.4.B Increasing Intergovernmental Collaboration & Relationships



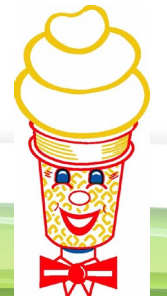
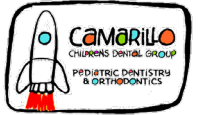
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# 4.0 Increased Programming Clarity

## Year 2 – Strategies *In Progress*:

### 4.4 Increasing Collaboration & Relationships:



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## 5.0 Employee Morale and Succession Plan



### Year 2 – Strategies *Completed*:

- 5.1.A Recruitment Best Practices (online) – *GovernmentJobs.com*
- 5.2.A Personnel/EERR Policy/Procedures Manual Adopted
- 5.2.A Onboarding/Roles/Expectations updated
- 5.2.D Employee Recognition Committee Updates/Highlights  
*Developed Calendar of Events*  
*2<sup>nd</sup> Employee Satisfaction Survey Completed*

## 5.0 Employee Morale and Succession Plan



### Year 2 – Strategies *Completed*:

5.3.A Employee Intranet/Portal Implemented— Access for all Employees, Part & Full-Time





## 5.0 Employee Morale and Succession Plan



### Year 2 – Strategies *In Progress*:

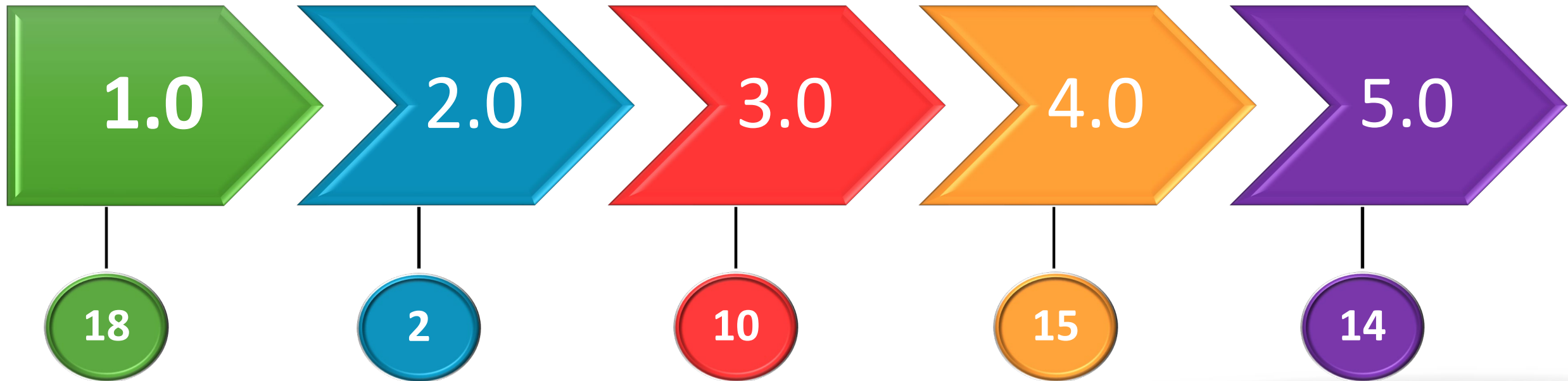
- 5.1.C Evergreen Class & Compensation Study
- 5.2.A Evaluation Forms Update
- 5.2.A Travel/IT Policies
- 5.2.G Consistent Training for Supervisors & Managers
- 5.3.A Internal Communication Templates
- 5.3.C Continued Use of Microsoft Teams & Zoom



# IV. Discussion of Year 3 Goals

## *Year 3 Summary:*

*- 59 Strategies -*



# Year 3 Goals



## 1.0 Sustained Financial Stability

- Create a 5-Year Financial Plan
- Transition to 2-Year Budget Cycle
- Reviewing Costs, Revenues & Subsidies—Cost Recovery Tracking cont.
- ❖ Create Green Initiatives & Sustainability Programs *[Long Term Funding]*
- ❖ Continue to evaluate financial services and make contributions to reserve funds *[Long Term Funding]*



# Year 3 Goals



## 2.0 A New Senior/Community Center

- ❖ Ensure financial stability for needs of facility and community center *[Long Term Funding]*
- ❖ Identify features and amenities within existing community center to be upgraded *[Long Term Funding]*
- ❖ Quimby Discussion *[Long Term Funding]*

# Year 3 Goals



## 3.0 Completion of Outstanding Projects

- ❖ 5-Year Capital Improvement Plan *[Long Term Funding]*
- ❖ Implement sustainable long-term Renewal Plan based on total system inventory *[Long Term Funding]*
- ❖ Develop first Comprehensive Park Master Plan *[Long Term Funding]*
- ❖ Freedom Park Master Plan *[Long Term Funding]*
- ❖ Analyze and Evaluate current Park Maintenance Levels of Service (LOS) *[Long Term Funding]*

# Year 3 Goals



## 4.0 Increased Programming Clarity

- Enrich Program Delivery
- Ensure Recreational Opportunities for People with Disabilities
- ❖ Constant Contact *[Long Term Funding]*
- Interactive/Social Media
- Volunteer Opportunities & Recognition
- Foundation Interaction—Defined Fundraising Goals, Increased Focus on Board Recruitment

# Year 3 Goals



## 5.0 Employee Morale and Succession Plan

- Explore and Implement new Recruitment Opportunities
- Complete Class and Compensation Study with comparable agencies
- Implement a Training Plan
- Increase All-Staff Meetings/Events
- Revamp Employee of the Year Program



## V. Board Discussion Items

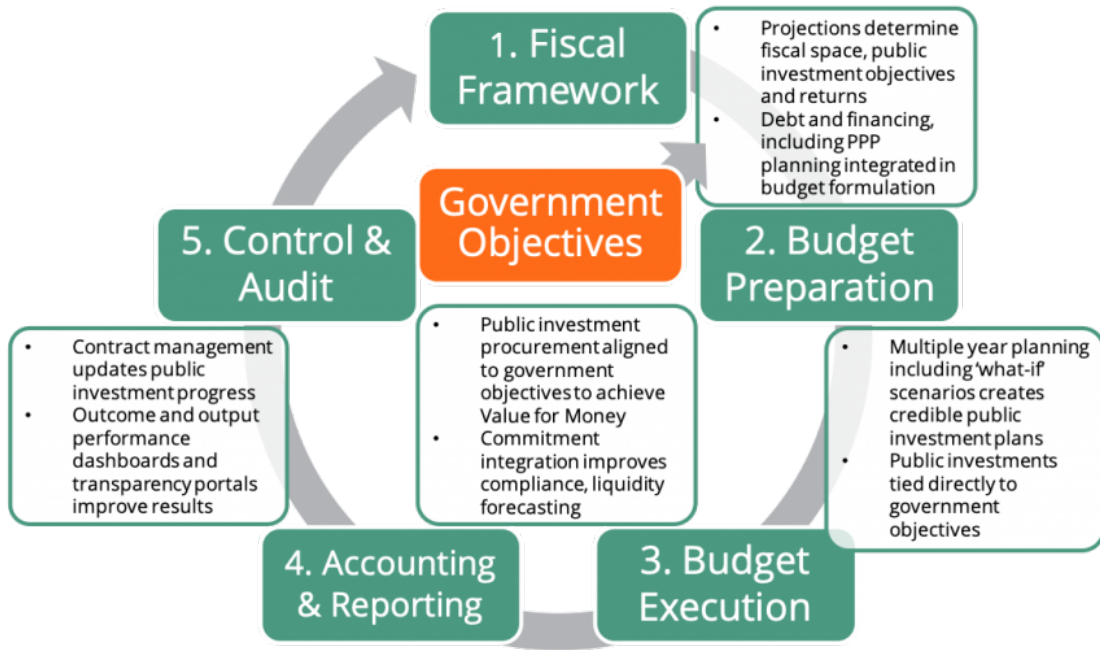
- Quimby
- Grant Opportunities
  - Clean Initiatives - Reduce emission vehicles/small engine
  - Extend Calleguas Creek Bike/Walking Trail
  - Las Posas Equestrian Trail Extension
  - Multi-Generational Center /Senior Center



# Board Committee Goals



## Finance:



- CalPERS Analysis
- CalPERS Potential Funding
- Capital, ADA, & Quimby Plans
- Additional Priorities



# Board Committee Goals



## Personnel:

- Implementation of Class and Compensation Study Results
- Travel/IT/IIPP Policy
- Update Job Descriptions
  
- Additional Priorities

# Board Committee Goals



## Long Range Planning:

- Las Posas Equestrian Park Agreement
- Bike Trail from Camarillo to Channel Island University
- Comprehensive Park Master Plan
- Grants – Hazard Mitigation
- Additional Priorities





# Board Committee Goals



## Policy:

- Naming & Sponsorship
- Ordinance 8 & General Use – Review
- Tournament Policy
- Grant Policy Review
- ADA Policies
- Additional Priorities

# Board Committee Goals



## Liaison:

- PVSD Agreements
- Other Agency Agreements
  
- Additional Priorities