



Five Year Strategic Plan 2016-2020



Conejo Creek & Warwick Kids' Wildwood Campout 3/31/2016

CONEJO RECREATION & PARK DISTRICT

Strategic Plan 2016-2020

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2016 GOVERNING BOARD OF DIRECTORS



Chuck Huffer
Chair



George M. Lange
Vice Chair



Susan L. Holt
Director



Joe Gibson
Director



Ed Jones
Director



MANAGEMENT DIVISION STAFF PHOTO

September 2016



PARKS DIVISION STAFF PHOTO

March 2016



RECREATION DIVISION STAFF PHOTO

September 2016

DISTRICT STAFF

Regular Full and Part-Time

(10/05/16)

Name	Position	Name	Position	Name	Position
Aboytes, Lauren	Recreation Leader	Hair, Jesse	Grounds Worker I	O'Leary, Megan	Gym Attendant
Acosta, Emily	Recreation Leader	Hamm, Patty	Recreation Supervisor	Ortiz, Manuel	Grounds Crew Leader
Akers, Avery	Recreation Coordinator	Hardy, Raquel	Recreation Leader	Ortmann, Tory	Maintenance Worker II
Akerson, Micah	Teen Services Director	Hare, Lori	Preschool Aide	Pace, Bruce	Lead Ranger
Avery, Kathleen	Recreation Leader	Hare, Tom	Administrator, Parks & Planning	Palermo, Bill	Park Operations Analyst
Baker, David	Grounds Worker II	Harrison, Kathie	Registration/Publicity Supervisor	Palmerheim, Greg	Grounds Worker I
Balfour, Charlene	Receptionist	Heffernan, Kristen	Recreation Specialist	Pearson, Dee	Recreation Supervisor Aquatics
Bayer, Cynthia	Recreation Leader	Herbert, Devon	Recreation Therapist	Phillips, Bryce	Recreation Leader
Belavic, Patrick	Grounds Supervisor	Hernandez, Edgar	Fleet Technician Assistant	Pless, Carah	Recreation Leader
Bessey, Richard	Grounds Worker II	Hessman, Linda	Administrative Assistant	Ports, John	Grounds Worker II
Bjork, Erik	Maintenance Crew Leader	Hiscock, Emily	Recreation Leader	Reyes, Mark	Recreation Specialist
Bower, Bill	Maintenance Worker II	Honsinger, Dale	Grounds Worker II	Reynders, Aline	Executive Assistant
Braff, Michael	Recreation Leader	Howell, Shelly	Human Resources Supervisor	Ricketts, Patti	Recreation Coordinator
Brower, Michelle	Accounting Assistant II	Johnson, Jeff	Grounds Crew Leader	Robb, Wayne	Grounds Worker II
Buchanan, Scott	Recreation Supervisor	Jones, Jeremy	Recreation Leader	Rojo, Ruben	Projects/Contracts Supervisor
Burboa, Albert	Grounds Worker I	Jones, Matthew	Custodian	Rossomando, Paula	Administrative Clerk
Byrne, Chris	Accounting Assistant II	Kelley, Ian	Recreation Leader	Russell, Jason	Grounds Worker I
Byrne, Mike	Grounds Crew Leader	Kouba, Matt	Park Superintendent	Rutledge, Marcia	Grounds Crew Leader
Callis, Rochelle	Administrator, Rec & Comm Svcs	Kraetsch, Steve	Recreation Leader	Ruvalcaba, Antonio	Pest Control Operator
Campagna, Sabrina	Accounting Assistant II	Kreis, Charles	Grounds Worker II	Ruwhiu, Jon	Grounds Worker I
Cata, Terri	Grounds Worker I	Laufenberg, Cecilia	Recreation Supervisor	Ruwhiu, Melissa	Recreation Supervisor
Cerda, Javier	Grounds Worker I	Le Grand, Justin	Grounds Worker II	Saffire, Chris	Maintenance Worker II
Cobb-Adams, David	Grounds Worker I	Levine, Bob	Courier	Schrader, Greg	Open Space Technician
Clanton, Jamall	Recreation Leader	Lewanda, Sheryl	Administrator, Mgmt Svcs	Sayeg, Victoria	Administrative Clerk
Coleman, Brenda	Recreation Services Manager	Loomis, Angelica	Recreation Leader	Schamp, Rachel	Recreation Leader
Colletto, Mario	Recreation Specialist	Loomis, Floyd	Maintenance Worker II	Segedie, Mark	Information Technology Analyst
Council, Aaron	Recreation Specialist	Lopez, Ceasar	Custodian-Facility Rental Grps	Smart, Brock	Grounds Worker II
Crosby, Sean	Fleet Technician II	Martinez, Pete	Outreach Worker	Smith, Kevin	Park Ranger II
Daub, Sarah	Recreation Supervisor	Massie, Loretta	Accounting Supervisor	Smith, Sean	Park Ranger I
Dickson, Jody	Administrative Assistant	McAdam, Mike	Recreation Coordinator	Sonnenberg, Zack	Recreation Leader
Davis, Patricia	Lead Preschool Teacher	McCarter, Paul	Recreation Coordinator	Sorensen, Elizabeth	Outreach Specialist
DeSavia, Natalie	Recreation Specialist	McDonough, Megan	Recreation Coordinator	Sosa, William	Grounds Worker I
Diefenthaler, MaryJo	Administrative Clerk	McGuire, Gavin	Grounds Worker II	Spivack, Julie	Administrative Clerk
Dodge, Joe	Irrigation Technician	Meyer, Josh	Recreation Leader	Stav, Kari	Park Ranger II
Dodwell, Jay	Recreation Coordinator	Miller, Dana	Recreation Supervisor	Streltsoff, John	Recreation Leader
Doria, Laurie	Preschool Teacher	Mills, Michele	Reservations Coordinator	Tanaka, Rick	CSVP Director
Duenas Lopez, Ariana	Recreation Leader	Montgomery, Weston	Recreation Leader	Tornero, Joe	Maintenance Supervisor
Engel, Scott	Recreation Services Manager	Mooney, Andrew	Park Planner	Tornero, Tamara	Recreation Coordinator
Excell, David	Recreation Leader	Morales, Andy	Recreation Leader	Volgenau, Xavier	Pool Operator/Manager
Ferrari, Nick	Park Ranger I	Naginey, Brian	Recreation Specialist	Walker, James	Custodian
Fligiel, Andrew	Maintenance Worker II	Nalbandian, Dan	Outreach Specialist	Welling, Craig	Grounds Worker II
Friedl, Jim	General Manager	Nava, America	Recreation Coordinator	Williams, Mark	Recreation Leader
Gann, Marc	Equipment Operator	Nelson, Randy	Park Ranger I	Williams, Robert	Recreation Leader
Gleissner, Alan	Custodian-Facility Rental Grps	Nunes, Robert	Grounds Supervisor	Wolcott, Tom	Grounds Worker I
Gunning, Kurt	Recreation Supervisor	Ogle, Amy	Recreation Leader	Young, David	Grounds Crew Leader
Hacker, Charles	Recreation Leader	Olbrich, Lori	Recreation Supervisor	Young, Gina	Recreation Specialist

A. INTRODUCTION

A Strategic Plan is a top level planning document for an organization to set clear direction over all operational aspects of its mission. It serves as a framework for decision making over a given time period. It is a disciplined effort to produce fundamental decisions that shape what a 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 the operations and management of the District, and provides for periodic reviews and updates.

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. **Statement of District Philosophy:** A statement of the underlying general beliefs and attitudes shaping the decisions and operations of the District.
3. **Vision Statement:** A statement of where an agency wants to take the mission over the planning period. It articulates the forward thinking of the agency's leaders and drives actions to achieve success.
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 goals 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 2007, the Board of Directors retained BHI Management Consulting to facilitate and coordinate the Strategic Plan development. BHI first gathered input from the District Board to draft a mission and vision statement. BHI also met with employees at two meetings. Additionally, input was gathered in three meetings with the public and one meeting with other agencies in the Conejo Valley. The following items were discussed: mission statement, vision statement, as well as current and future issues. The Board supported this process as a way to allow all to participate in the foundation of the Strategic Plan. Another Board/upper management workshop was conducted to develop the following plan elements: strategic elements, objective and strategy statements for each strategic element, and begin work on strategic goals.

A steering committee, consisting of the District General Manager and upper management, worked with BHI to complete the list of strategic goals in support of the vision and strategic elements, and to refine the Strategic 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 either a plan supplement or an updated plan. A five-year planning horizon will be maintained.

This Strategic Plan builds upon the original 2007 Strategic Plan as well as its subsequent updates and amendments. In April of this year (2016), the Board discussed updates to the Strategic Plan at a Special Study Session. No changes to the District's Mission were proposed. The Vision Statement has a minor change and the Statement of Philosophy has been modified consistent with the discussion at the Study Session. Children and young families remain a vital focus for CRPD, but as residents age in place, there are many more older adults living in the community than when the District was created 54 years ago. This updated Strategic Plan is intended to reset the Strategic Plan to reflect the District's strategies and priorities for the next few years.



D. MISSION AND VISION STATEMENTS

MISSION STATEMENT

To enrich the quality of life for our community by preserving and enhancing recreational opportunities, parks and open space.

STATEMENT OF PHILOSOPHY

The Conejo Recreation and Park District (CRPD) is a public service agency created by the people through the use of a governmental entity known as a special district for the purpose of providing recreation opportunities, educating for the proper use of leisure time, and conserving the recreational resources of the area.

As an arm of the government, a major responsibility of CRPD shall be to serve as a catalyst for community effort by employing the tools and powers of the district, promoting inter-agency cooperation, and constructing and operating facilities.

The District will complement other recreation efforts. The District will conduct its business in a manner which provides the community with a diverse set of recreational opportunities.

An objective of the District shall be to provide recreation opportunities for residents of all ages, abilities and economic statuses.

VISION STATEMENT

To serve our community and be recognized as a top recreation and park district in the nation we must:

- Be financially stable;
- Be a primary source of recreation activities and services;
- Match our programs and facilities to demographic needs;
- Distinguish CRPD as a leading partner with other agencies and organizations for recreation, park and open space needs;
- Be an employer of choice;
- Evaluate and leverage emerging opportunities, while maintaining our facilities and infrastructure;
- Inform and educate about recreation, parks and open space;
- Engage in, and promote, environmentally responsible and sustainable facilities and business practices; and
- Review and Update the District's Strategic Plan annually.

E. STRATEGIC ELEMENTS AND GOALS

Strategic elements and supportive strategic goals 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, which serve to assure that important areas of the District are well supported and moved forward per Board direction.

The Strategic Elements are:

- **Programs**
- **Facilities**
- **Finances**
- **Partnerships**
- **Organization**
- **Administration**
- **Public Relations and Marketing**



1.0 PROGRAMS

ELEMENT OBJECTIVE AND STRATEGY: Our objective is to provide high quality programs and services that are responsive to the community's needs. Our strategy to achieve this will be to match our programs to demographics, evaluate and leverage emerging opportunities, and partner with others.

1.1 Offer diversified programs that meet the needs of the community.

1.1.1 Expand program opportunities through partnerships with other governmental agencies, non-profit organizations and institutions.

1.1.2 Explore opportunities to cooperate with private, for-profit recreation and leisure businesses to expand and enhance programming.

1.1.3 Seek to increase adult participation in programs throughout the District (see also 4.7).

1.2 Promote District facilities to schools and others as educational field trip destinations to encourage utilization of CRPD special facilities such as, but not limited to, Oakbrook Chumash Indian Museum, Stagecoach Inn Museum, Conejo Valley Botanic Garden, Wildwood Regional Park, and McCreary Ranch.

1.3 Promote volunteer opportunities in District programs.

1.4 Utilize internships and job boards. CRPD should be known to local college officials as a desirable and beneficial location for seasonal employment and student internships.

1.5 Regularly monitor and evaluate patron opinions regarding the desirability, effectiveness, and cost of programs, classes and events and utilize that information to improve the quality and efficiency of programs and services.

1.6 Annually evaluate program fees and facility rental charges, using market-based survey data and formulas, favoring regular annual adjustments over sporadic and sometimes significant adjustments.

1.6.1 Where appropriate, seek individual, organizational and institutional contributions that enhance District programs and facilities.

1.6.2 Pursue grants when appropriate, balancing labor cost and uncertainty of success against the value and duration of the grant.

1.7 Regularly assess existing recreational programs and services needs and explore new programming ideas.

1.8 Continue to develop and enhance multiple community “service collaboratives” for special population programming. Combine resources from surrounding communities to enlarge special population programs focusing on Conejo residents.

1.9 Engage local universities or colleges to determine whether they may be interested in developing coursework related to the recreation and park profession.



2.0 FACILITIES

ELEMENT OBJECTIVE AND STRATEGY: Our objective is to provide and maintain recreational facilities that meet the needs of the community. Our strategy is to effectively plan and allocate resources to implement the District's Master Plan.

2.1 Conduct facilities needs assessment. Conduct formalized processes, receive and evaluate input from the community, patrons, and staff for needs and desires for recreational amenities for new and existing facilities.

2.2 Continue improvement of park system consistent with Master Plan. Update the District Master Plan to identify current District facilities and reflect community needs. The District Master Plan should correlate closely with the City's General Plan. Provide District standards for park areas and facilities to provide a guideline in the location, acquisition, and development of those facilities. Provide Master Plan update with Capital Improvement Budget.

2.3 Maintain the 10-year Capital Improvement Plan. Regularly update the 10-year Capital Improvement Plan to prioritize projects and effectively plan and allocate future resources. As capital funding allows, execute, implement and develop projects each year in accordance with the plan. Update plan every two years as part of the Capital Budget process.

2.4 Maintain a 30-year maintenance plan so as to effectively plan and allocate future resources. Update plan every two years as part of the Budget process.

2.5 Maintain a capital improvement fund. Provide incentives for groups to improve District facilities through a grant funding application program for District approved projects. (See also Finance section 3.2.6).

2.6 Continue the District's progress toward greater environmental stewardship and "sustainable" operations.

2.6.1 Incorporate environmentally sensitive and energy efficient design, including the use of recycled, renewable or otherwise sustainable materials in parks and facilities when reasonably feasible.

2.6.2 Seek opportunities to utilize "green" or alternate energy.

2.6.3 Conserve water and favor California natives as well as drought tolerant landscaping through a board-approved landscape palette.

2.7 Evaluate and incorporate improved accessibility to existing and new parks and facilities. Regularly evaluate existing parks and facilities to provide improved access by assistive equipment such as alternative mobility equipment.

- 2.8 Enhance recreational opportunities for active adults.
- 2.9 Continue to incorporate water saving practices into standard operations. Follow through with drought-related turf conversions in the parks and consider and implement a variety of cost effective water-saving solutions.
- 2.10 Seek input, ideas and solutions from the community to examine potential for additional locations for off-leash dog areas.
- 2.11 Old Meadows Park and Community Center is the home of the Therapeutic Recreation Program:
- 2.11.1 Work with Play Conejo and local Rotary clubs to complete the Dreamcatcher Playground for families with and without special needs.
 - 2.11.2 Enhance and improve the existing Old Meadows Center to support and enhance existing therapeutic and non-therapeutic recreation programs and continue to expand programming at the Crowley House.
 - 2.11.3 Perform a therapeutic recreation needs assessment including an analysis of the size and type of facility necessary to meet identified therapeutic recreation needs today and in the future.
- 2.12 Seek venues and opportunities in the Newbury Park area to provide facilities and programs similar to those offered at the Goebel Adult Community Center and Alex Fiore Thousand Oaks Teen Center.



3.0 FINANCES

ELEMENT OBJECTIVE AND STRATEGY: Our objective in financial planning is to manage public funds to assure financial stability and demonstrate responsible stewardship. We will identify and evaluate funding sources, seek financial resources to fund current and future demands and leverage available assets through creating innovative fiscal efficiencies.

3.1 Create a financial plan to forecast and optimize financial resources of the District to ensure financial stability.

3.1.1 Evaluate and update fiscal policies based on the financial plan to assure financial stability. (Cash management, debt, reserves, capital asset replacement plan, equipment replacement plan, risk management, cost recovery).

3.1.2 Periodically evaluate management and financial service providers (auditors, banking, investing, insurance).

3.1.3 Annually review financial reserves policy.

3.2 Evaluate existing and seek new revenue sources to enhance programming, property acquisition, park improvements and capital facility replacements.

3.2.1 Evaluate advertising and marketing opportunities for corporations, organizations, and individuals to sponsor and advertise through District literature, website, facilities, and programs, and develop a policy for Board consideration to implement advertising and sponsorship revenue opportunities.

3.2.2 Actively encourage and promote film industry rental of District-owned property, and work with the City to facilitate such filming.

3.2.3 Regularly evaluate whether District is capturing adequate revenue through facilities and programs; seek new and enhanced revenue-generating facilities, special events and programs and explore program pricing options. (See also Programs section 1.7)

3.2.3.1 Consider implementing revenue enhancing measures with user groups.

3.2.4 Continue to seek partnerships, collaborations and sponsorships (cash or in-kind) to offset capital facility and recreation programming costs.

3.2.5 Maintain a capital improvement fund. Incentivize groups to improve District facilities

through a grant funding application program for District approved projects. (See also Facilities section 2.5).

3.2.6 Maintain and adjust existing assessment districts and evaluate the establishment of new assessment districts or similar funding mechanisms in order to provide and enhance park facilities.

3.3 Evaluate existing expenditures seeking opportunities to preserve financial resources and improve efficiencies at providing recreational services and park facilities.

3.4 Maintain an annual equipment replacement plan. Provide funding for all District equipment valued over \$5,000, based upon equipment life expectancy and expected inflation; complete inventory and new numbering/tagging of equipment assets; establish a process for ongoing updates and inventories.

3.5 Maintain procedure manuals for finance programs. Establish process for regular updates (i.e., payroll, GL, AP, cash receipts).

3.6 Assist the non-profit organization, Play Conejo, to foster long-term success and strong financial support from the community so that it can sustain itself and provide meaningful benefit to the Conejo Recreation & Park District and to recreation & parks in the Conejo Valley.



4.0 PARTNERSHIPS

ELEMENT OBJECTIVE AND STRATEGY: Our objective is to collaborate with other entities in order to fulfill the District's mission. Our strategy is to identify, evaluate and develop beneficial relationships.

4.1 Develop, maintain and enhance relationships with the City of Thousand Oaks and the Conejo Valley Unified School District. Hold regular management meetings with City and School District staff.

4.2 Develop, maintain and enhance relationships with other government agencies serving our community such as the County of Ventura, national and state parks, Calleguas Municipal Water District, Santa Monica Mountains Conservancy, Mountains Recreation and Conservation Authority, and the City of Westlake Village.

4.3 Foster relationships with Pleasant Valley Recreation & Park District and Rancho Simi Recreation & Park District and share best practices and discuss current issues affecting recreation and park districts.

4.4 Provide ranger and field support to Conejo Open Space Conservation Agency. Work closely with Joint Powers Authority partner, City of Thousand Oaks, to maintain and interpret COSCA open space, trails and natural resources.

4.5 Provide finance service to Mountains Recreation and Conservation Authority. Work closely with Joint Powers Authority partners Santa Monica Mountains Conservancy and Rancho Simi Recreation and Park District to provide staff support to MRCA's finance functions and cooperate with operational arm to continually improve Authority's financial position.

4.6 Local non-profit organizations. Build, maintain and support relationships with local non-profit organizations engaged in activities consistent with the District's mission. Look for collaborative opportunities to expand services and fill unmet needs.

4.7 Investigate whether there may be mutually beneficial partnership opportunities with senior adult facilities in our community (see also 1.1.3).



5.0 ORGANIZATION

ELEMENT OBJECTIVE AND STRATEGY: Our objective is to recruit and retain a high quality and motivated workforce. Our strategy is to offer competitive compensation and benefits, insist on a safe workplace, provide opportunities for training and advancement, and utilize sound management practices and policies.

5.1 Maintain new employee orientation which was designed and launched in 2009/10. New employees must understand District's mission, vision, objectives and broad spectrum of services. An orientation and training program will be designed to indoctrinate new employees, offer thorough personal and functional level introductions, assign mentor(s), offer guidance through the employee manual, and more.

5.2 Review and formalize recruiting, hiring, interviewing and selection procedures. Assure that processes for these procedures are optimized for both new hires and promotions. In order to remain current, periodically:

- Examine recruiting practices,
- Assess hiring procedures (including background checks),
- Enhance interviewing methods, and
- Integrate upgrades with a new employee orientation.

5.3 Perform periodic compensation and benefits reviews. The District will continue to perform periodic compensation studies. These studies will include salary and whole compensation package value comparisons with similar local agencies. Alignment with industry standards in pay and compensation are important and will also be assessed to assure fair and accurate comparisons. Studies will project trends in the market and carefully consider the cost of replacement of each position. Results of these studies will play a key role in base-lining position specific compensation rates/schedules and recruiting, as well as annual compensation package determination. Specific job classifications may be studied as needed.

5.4 Craft clear and transparent agreements which include labor and employment issues in order to foster understanding and accountability to the public.

5.5 Recruit quality part-time staff and volunteers. Participate in job fairs at local schools and colleges to provide opportunities to seek, interview and hire quality part-time staff and volunteers. Associated actions could include increasing advertising, sharing candidate pools with other agencies, expediting candidate selection methodologies and more.

5.5.1 Educate and inform young adults and teens about volunteer opportunities within, as well as outside, the District organization.

5.6 Utilize the Conejo Senior Volunteer Program as a resource for District volunteers. Continue to utilize volunteers to supplement paid staff in order to improve service levels and expand programming opportunities.

5.7 Continuously consider workforce succession for critical positions within the District and evaluate job duties, staffing levels and organizational structure; avoid staffing gaps; assure appropriate depth in critical functions, and proper information spread to provide for adequate staffing in the future.

5.8 Enhance the overall workplace health. This generalized topic area will work on a broad set of organizational health-related areas such as employee recognition, wellness programs, enhanced employee training programs, professional training and networking for employees, with the goal that all supervisors receive well designed and relevant training for the supervision element of their assignment.

5.9 Disaster preparedness. Be prepared and respond appropriately to disasters and emergencies guided by the City's Emergency Operations Plan (which is part of California's Standardized Emergency Management System) policies and procedures. Coordinate with City and County of Ventura/American Red Cross for emergency shelters. Train and update periodically.

5.10 Evaluate and enhance Human Resources functions considering employee retention issues, benefits utilization and service quality, and employer/employee relations.

5.11 Establish and support a staff-level safety committee to periodically meet to evaluate workplace safety and risk management issues.



6.0 ADMINISTRATION

ELEMENT OBJECTIVE AND STRATEGY: Our objective is to create, maintain and implement policies and procedures to ensure sound management of the District. Our strategy will be to conduct periodic reviews, refinement and implementation of policies and procedures, and assure that the organization has clear direction for successful operations in an open, honest and ethical manner.

6.1 Perform regular updates to District job descriptions. The specific tasks and responsibilities of positions will evolve somewhat over time and will also be altered by additional requirements and duties. A plan will be developed to provide a regularly scheduled review and revision, if necessary, of all District job descriptions.

6.2 Maintain existing Personnel Policy Manual. The District's Personnel Policy Manual must be somewhat dynamic and reflect current legal requirements and employee practices. This will be done through developing and implementing a regular review and revision schedule for the Personnel Policy Manual.

6.3 Update and maintain a records management system. Update records management system (including evaluation of digitizing paper records) which includes records retention and destruction policies and criteria.

6.4 Update and maintain organization-wide and divisional administrative policy manuals.

6.5 Legislative Participation. Actively engage and educate legislators and their staff about the Conejo Recreation and Park District. Stay abreast of federal and state legislation and participate in legislative process through California Association of Recreation and Park Districts (CARPD), California Special Districts Association (CSDA), California Park and Recreation Society (CPRS) and National Recreation and Park Association (NRPA), as well as other organizations which further the District's mission, values and interests.

6.6 Annually update Strategic Plan. Utilize the Strategic Plan as an annual planning tool. Annually consider the mission, vision and statement of philosophy to assure that the District has a steady and deliberate course. In an annual planning workshop setting, the Board and staff will review specific accomplishments, consider the upcoming year of actions, projects, and priorities, and look into future years to assess the additional year of the plan to maintain its 5-year outlook.

6.7 Maintain CRPD Ordinance Manual. Periodically review and update ordinance manual as needed. Consider ordinance amendments as necessary in the interim.

6.8 Implement and update District's Information Technology Plan. Utilize existing and evolving technology to improve customer service (internally and externally), to evaluate options and to organize, develop and implement solutions that provide cost effective means to improve organizational efficiency, service delivery, and reduce use of paper. Staff will periodically review and update plan.

6.9 Evaluate enhanced recycling and energy conservation practices. Evaluate and enhance our recycling and energy conservation practices within the District and at District properties and events to assure that we continuously improve the District's recycling, energy conservation, resource utilization and related practices to strive to become an environmentally considerate and sustainable operation.



7.0 PUBLIC RELATIONS AND MARKETING

ELEMENT OBJECTIVE AND STRATEGY: Our objective is to actively promote the District and educate the community on the opportunities that the District provides. Our strategy is to provide quality customer service and to utilize a broad set of techniques to effectively publicize the District.

7.1 Recognize importance of – and utilize – social media and local media (including TOTV) to communicate with District patrons. Provide timely information via social media and local media to publicize District programs, events and facilities.

7.2 Maintain District website. Periodically refresh look and functionality of District’s website.

7.3 Engage the community and consider the way people receive information (personal contact, radio, print, computer, tablet, smartphone) to allow more effective interaction with internal and external customers, improve service levels, increase awareness and appreciation of the District, and enhance overall public engagement with the District & social connectivity among everyone in the community.

7.4 Utilize a CRPD “Speakers Bureau” to aid in communicating, educating and marketing the District’s programs and events to other community organizations and businesses.

7.5 Encourage Board member and staff involvement with public committees and non-profit boards and community organizations. Encourage associations with those whose mission is consistent with the District’s mission and vision.

7.6 Encourage Board and staff participation in appropriate regional, state and national professional, educational and advocacy organizations such as California Association of Recreation and Park Districts (CARPD), California Park and Recreation Society (CPRS), National Recreation and Park Association (NRPA), California Special Districts Association (CSDA), and Local Agency Formation Commission (LAFCo).



STRATEGIC PLAN OVERVIEW

STRATEGIC ELEMENT	STRATEGIC GOALS	TIME FRAME
1.0 PROGRAMS	1.1 Offer diversified programs	Ongoing
	1.2 Promote District facilities to schools	Ongoing
	1.3 Promote volunteerism	Ongoing
	1.4 Utilize internships and job boards	Ongoing
	1.5 Monitor patron opinions	Ongoing
	1.6 Evaluate grant opportunities, fees and rental charges	Ongoing
	1.7 Perform program and service needs assessment	Ongoing
	1.8 Continue to develop and enhance “service collaboratives” for special populations	Ongoing
	1.9 Contact local universities regarding recreation and park professional programs	2018
2.0 FACILITIES	2.1 Conduct facilities needs assessment	2020
	2.2 Update District Master Plan	2017
	2.3 Maintain 10-year Capital Improvement Plan	Ongoing
	2.4 Create and maintain 30-year Maintenance Plan	2018
	2.5 Maintain a Capital Improvement matching fund	Ongoing
	2.6 Incorporate environmentally sensitive and efficient Design	Ongoing
	2.7 Evaluate and incorporate improved accessibility	Ongoing
	2.8 Implement short, medium and long term measures to expand Active Adult Programming	Ongoing
	2.9 Implement water saving opportunities	Ongoing
	2.10 Seek input on additional off-leash dog area and improvements to existing dog park	2017
	2.11 Complete DreamCatcher Playground; enhance Old Meadows Center and conduct Therapeutic Recreation Needs Assessment	2017
	2.12 Seek venues and programming opportunities for adults and teens in Newbury Park area	2019

3.0 FINANCES	3.1 Create a financial plan	2017
	3.2 Evaluate existing and seek new revenue sources	Ongoing
	3.3 Evaluate existing expenditures seeking opportunities to preserve financial resources and improve efficiencies	Ongoing
	3.4 Maintain an annual equipment replacement plan	Ongoing
	3.5 Create procedures manuals for Finance programs	2018
	3.6 Assist Play Conejo in its effort to support CRPD	Ongoing
4.0 PARTNERSHIPS	4.1 Enhance relationships with the City and School District	Ongoing
	4.2 Develop & maintain relationship with government agencies serving Conejo Valley	Ongoing
	4.3 Foster relationships with the Pleasant Valley and Rancho Simi Recreation and Park Districts	Ongoing
	4.4 Provide ranger and field support to COSCA	Ongoing
	4.5 Provide finance services to MRCA	Ongoing
	4.6 Build relationships with local non-profits	Ongoing
	4.7 Investigate partnership opportunities with private and non-profit senior adult facilities.	Ongoing

5.0 ORGANIZATION	5.1 Maintain new employee orientation program	Ongoing
	5.2 Review hiring, interviewing and selection procedures	Ongoing
	5.3 Perform periodic Compensation and Benefits reviews	2019
	5.4 Craft clear and transparent agreements to foster public transparency and understanding	Ongoing
	5.5 Hire quality part-time staff and volunteers	Ongoing
	5.6 Utilize CSVP for volunteers	Ongoing
	5.7 Consider workforce succession for critical positions within the District	Ongoing
	5.8 Enhance the overall workplace health	Ongoing
	5.9 Disaster preparedness	Ongoing
	5.10 Evaluate and enhance human resources functions	Ongoing
	5.11 Establish and support a staff-level safety committee	Ongoing

6.0 ADMINISTRATION	6.1 Perform regular maintenance on District job descriptions	Ongoing
	6.2 Maintain existing Personnel Policy Manual	Ongoing
	6.3 Maintain a records management system	Ongoing
	6.4 Update and maintain organization-wide and Divisional Administrative Policy Manuals.	2018
	6.5 Legislative participation	Ongoing
	6.6 Annually update Strategic Plan	Ongoing
	6.7 Maintain CRPD Ordinance Manual	Ongoing
	6.8 Implement and update an Information Technology Plan	Ongoing
	6.9 Evaluate enhanced recycling and energy Conservation practices	Ongoing
7.0 PUBLIC RELATIONS & MKTING	7.1 Establish and maintain professional relationship with local media	Ongoing
	7.2 Maintain District website, develop Intranet, and expand use of social media	Ongoing
	7.3 Engage community in a variety of communication platforms	Ongoing
	7.4 Utilize CRPD Speakers Bureau	Ongoing
	7.5 Encourage District personnel to volunteer on local committees and Boards	Ongoing
	7.6 Participate in appropriate professional, educational and advocacy organizations	Ongoing



Conejo Recreation & Park District
MISSION STATEMENT

*To enrich the quality of life for our community
by preserving and enhancing
recreational opportunities, parks and open space.*



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