



# RivCoParks

2020 Strategic Plan



## Conservation

RivCoParks is committed to preserving natural and cultural resources and educating visitors so that future generations will continue to benefit from this land and what it has to offer.



## Health & Wellness

RivCoParks is a proud partner and supporter of Healthy Riverside County, dedicated to improving opportunities for being active, access to healthy foods, the built environment, and working towards a tobacco free Riverside County.



## Social Equity

No matter what your background, social status, physical ability, or financial means are, RivCoParks is devoted to providing equal opportunities throughout Riverside County.



CHILDREN ENJOYING FISHING AT RANCHO JURUPA REGIONAL PARK, JURUPA VALLEY, CA

## MESSAGE FROM THE GENERAL MANAGER

I'm delighted to share the Riverside County Regional Park and Open-Space District (RivCoParks) Strategic Plan.



RivCoParks was created 27 years ago when the citizens of Riverside County voted it into existence. As the first Special District in the State to be nationally accredited with the prestigious Commission for Accreditation of Park and Recreation Agencies (CAPRA) designation, residents can rest assured that they are receiving the industry's highest level of excellence, efficiency and effectiveness. Today, RivCoParks boasts an excellent park and open-space system, which continues to enhance the quality of life for residents, businesses and visitors.

The plan contained within these pages builds upon the strategic planning process completed in 2011 and ensures that the goals and objectives are driven by the overarching values communicated by our residents. RivCoParks is also committed to the vision of being the regional leader in improving lives through people, parks, places and programs. By fully implementing this plan, we are confident the District will remain an award winning system that the residents of Riverside County can continue to be proud of.

Sincerely,

Scott Bangle  
General Manager



### OUR MISSION

To **acquire, protect, develop, manage, and interpret** for the **inspiration, use, and enjoyment** of **all people**, a well-balanced system of park related places of **outstanding scenic, recreational, and historic importance**.



### OUR VISION

To be the **regional leader** in improving lives through **people, parks, places and programs**.

# STRATEGIC FRAMEWORK



FRESH SNOW AT IDYLLWILD NATURE CENTER, IDYLLWILD, CA



# STRATEGIC PRIORITIES

## FINANCIAL PERSPECTIVE

- Objective 1: Align Budget with Strategy**
- Perform review of core/non-core services (annually)
  - Develop capital asset replacement schedule (short-term)
  - Update long term CIP (annually)
- Objective 2: Improve Financial Position**
- Provide accurate and timely financial reports to include projected performance (monthly)
  - Review and update fees (annually)
  - Establish cost recovery targets for core programs, facilities, and services (short-term)
  - Working in conjunction with Riverside County Parks Foundation, increase the percentage of alternative revenues such as grants, donations, and sponsorships through an annual strategic process to identify opportunities (on-going)

## CUSTOMER PERSPECTIVE

- Objective 1: Build Quality**
- Monitor, measure, and evaluate the quality of programs, services, areas, and facilities from the customer perspective (annually)
- Objective 2: Be Responsive**
- Improve response times for external customer complaints and inquiries (short-term)
  - Identify, anticipate, and respond to evolving needs of our customers based on trend research, benchmarking information, and survey data from current customers (short-term)
- Objective 3: Build our Brand**
- Update Strategic Communication and Marketing Plans (annually)

## INTERNAL BUSINESS SUPPORT PERSPECTIVE

- Objective 1: Simplify Processes and Policies**
- Adhere to standards for more consistent service delivery (on-going)
  - Review and revise policies in alignment with strategy (annually)
- Objective 2: Use Technology to Improve Services**
- Update the technology plan (short-term)
  - Enhance work order system (short-term)
  - Purchase, install and utilize a new POS system District-wide (short-term)
- Objective 3: Use Data and Planning for Effective Decision Making**
- Retain CAPRA Accreditation (annually)
  - Review Balanced Scorecard information and utilize results to drive improvements (annually)

## LEARNING AND GROWTH PERSPECTIVE

- Objective 1: Strengthen Morale**
- Align performance evaluation system with success of the agency (short-term)
  - Enhance the volunteer program including recruitment, and retention (short-term)
  - Communicate and reward successes of employees and volunteers (on-going)
- Objective 2: Lifelong Learning**
- Develop an in-house training program for continued staff development (mid-term)
- Objective 3: Workforce Engagement**
- Actively measure workforce engagement (on-going)



# BALANCED SCORECARD

	FY16-17 TARGET	FY17-18 TARGET	FY18-19 TARGET	FY19-20 TARGET
<b>FINANCIAL PERSPECTIVE</b>				
Non-Property Tax revenue	\$10,000,000.00	\$8,000,000.00	\$9,000,000.00	\$10,000,000.00
CIP Met	90%	90%	90%	90%
Operations Reserve	25%	25%	25%	25%
Expenditure Budget Target	100%	100%	100%	100%
Volunteer Hours	100,000	80,000	85,000	90,000
<b>CUSTOMER PERSPECTIVE</b>				
Customer Satisfaction Rating	98%	98%	98%	98%
Marketing Touchpoints	3,000,000	2,500,000	3,000,000	3,500,000
<b>INTERNAL BUSINESS SUPPORT PERSPECTIVE</b>				
Active Partnership Agreements	5	5	4	4
Acres Under Management	73,000	74,000	76,000	80,000
Regional Trails Miles	169	172	180	185
Plan Check Review Time Frame	8	10	10	10
CAPRA Standards Current	145	145	145	145
Tactics Completed	20	20	20	20
Recognition Events	4	3	3	3
Staff Readiness Index	75%	80%	85%	90%
<b>LEARNING &amp; GROWTH PERSPECTIVE</b>				
Preventable Employee Accidents	10	5	5	5
Performance Evaluations on Time	100%	100%	100%	100%
Training Hours	6,000	2,000	2,000	2,000

ZUMBA DEMONSTRATION AT HEALTHY LIVING EXTRAVAGANZA EVENT, JURUPA VALLEY, CA



FRIENDS GATHERED AT THE ANNUAL BALLOON & WINE FESTIVAL AT LAKE SKINNER, WINCHESTER, CA

# ACKNOWLEDGEMENTS

**BOARD OF DIRECTORS:**

- Kevin Jeffries, Chair, 1st District
- John F. Tavaglione, 2nd District
- Chuck Washington, 3rd District
- Marion Ashley, 4th District Steward
- Marion Ashley, 5th District

**HISTORICAL COMMISSION:**

- Ruth Atkins, 1st District
- Joyce Hohenadl, 1st District
- Steve Lech, Chair, 2nd District
- Don Williamson, Vice Chair, 2nd District
- Darell Farnbach, 3rd District
- Marc Hendon, Member at Large
- Nicolette Wenzell-Lauhead, 4th District
- Priscilla Porter, 4th District
- Bernard (Bernie) Howlett, 5th District
- Vacancies: District 3 & 5

**COUNTY EXECUTIVE TEAM:**

- Jay Orr, County Executive Officer (CEO)
- George Johnson, Chief Assistant CEO

**EXECUTIVE TEAM:**

- Scott Bangle, General Manager/Parks Director
- Kyla Brown, Chief – Parks and Recreation
- Keith Herron, Chief – Resources
- Brande Hune, Chief – Business Operations

**TRAILS COMMITTEE:**

- Philip Bremenstuhl, 1st District
- Patricia Anderson, 1st District
- Rod Holland, Vice Chair, 2nd District
- Amie Kinne, 2nd District
- Robin Reid, 3rd District
- Richard Croy, 5th District
- Dean Benson, 5th District
- Gerald Jolliffe, Chair, Member at Large
- Vacancies: District 3 & 4

**DISTRICT ADVISORY COMMISSION:**

- Mark Ballys, Chair, 1st District
- Amie Kinne, 1st District
- Daniel Hake, 2nd District
- Jon Christensen, 2nd District
- Cois Byrd, 3rd District
- Anthony Migliore, 3rd District
- Bob Grady, 4th District
- Ryan Stendell, 4th District
- Daniel (Hugh) Van Horn, Vice Chair, 4th District
- Martin Rosen, 5th District
- Bill Zimmerman, 5th District



*Special thank you to former County Supervisor John J. Benoit for his past leadership and vision which has helped shape the Park District's future.*





# RivCoParks

4600 Crestmore Road • Jurupa Valley, CA 92509 • 951-955-4310 • [www.RivCoParks.org](http://www.RivCoParks.org)

This Strategic Plan is dedicated in memory of  
Supervisor John J. Benoit (1951-2016)