



REPORT TO CITY COUNCIL

DATE: FEBRUARY 10, 2016
TO: HONORABLE MAYOR AND MEMBERS OF THE CITY COUNCIL
FROM: GREG RAMIREZ, CITY MANAGER 
BY: AMY BRINK, DIRECTOR OF COMMUNITY SERVICES 
SUBJECT: AGOURA HILLS/CALABASAS COMMUNITY CENTER DRAFT STRATEGIC PLAN UPDATE

In preparation for the Special Joint Meeting of the Agoura Hills/Calabasas Joint Powers Authority Board of Directors and the Cities of Calabasas and Agoura Hills City Councils, the Agoura Hills/Calabasas Community Center (AHCCC) Draft Strategic Plan is being presented for review and discussion. The AHCCC Executive Director created a comprehensive plan to review the overall vision, mission statement, goals and objectives of the AHCCC. This strategic plan includes input from an organizational evaluation report created by an outside consultant and a draft strategic plan created by the AHCCC Staff and Board of Directors Strategic Plan Subcommittee. The plan addressed various items including staffing, marketing, revenue sources, and membership, to name a few. The purpose of the Strategic Plan is to establish a specific direction for the AHCCC in order to continue to improve the Center operations, programs, financial stability, and maintain the high standards that have been in place for years. The Strategic Plan is intended to be a four-year plan, 2016-2019, that will comprehensively define the Community Center's mission, vision, goals, and strategies.

As part of the Draft Strategic Plan, the AHCCC is also proposing to lease out space to the local afterschool program provider, Boys and Girls Club. The intention would be in order to have the Boys and Girls Club facilitate the afterschool youth/teen program, as opposed to existing AHCCC Staff. It would be a program that would exist as a permanent program, year-round, in the Activity Room. Due to the permanency of the relationship, the Executive Director is looking for the respective City Councils to comment on it as it pertains to the overall vision of the AHCCC.

The Agoura Hills/Calabasas Community Center Subcommittee has reviewed the Strategic Plan Draft Report.

RECOMMENDATION

Staff respectfully recommends the City Council review, discuss, and provide feedback on the Agoura Hills/Calabasas Community Center Draft Strategic Plan.

AGOURA HILLS/CALABASAS

AHCCC

COMMUNITY CENTER

Strategic Plan

2016-2019

DRAFT 1/21/16

AGOURA HILLS/CALABASAS
AHCCC
COMMUNITY CENTER

OUR VISION

The communities' choice for fitness, recreation and events.

OUR MISSION

To be a leader in the communities by providing recreation, wellness, athletic and social experiences. Supporting the value of personal growth, our programs strive to offer the best opportunities for you.

WE DO THIS BY:

Partnering with both the cities of Agoura Hills and Calabasas.

Ensuring the efficient and effective use of all resources and assets.

Providing innovative recreational opportunities and facility amenities to meet the diverse programming needs of our communities.

Fostering relationships with community partners and organizations to maximize resources and provide specialized programming.

Promoting an environment of cooperation, collaboration and teamwork.

Providing quality customer service.

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Introduction

In December 2014, the Agoura Hills/Calabasas Community Center embarked on a mission to develop a strategic plan to provide direction for the next three years, as well as a framework for on-going strategic planning. The strategic planning process began with a joint meeting with the AHCCC JPA Board, City Council of Agoura Hills, City Council of Calabasas, and staff where an analysis of the Community Center was introduced and information was gathered to put into a plan for the future.

The purpose of the Strategic Plan for **2016-2019** is to establish a specific direction for the Agoura Hills / Calabasas Community Center to continue to improve the Center operations, programs, financial stability, and maintain the high standards that have been in place for years.

Strategic planning defines the following:

- Who and what we are, what do we do now, and why?
- What do we want to be and do in the future and why?
- How do we get there?

The ***Strategic Plan*** defines the Community Center's mission, vision, goals, and strategies. The ***Strategic Goals*** that are identified throughout the plan are fundamental policy questions, or critical challenges that may affect the Community Center in the future.

The JPA Board, City Councils and staff members participated in a SWOT analysis of the organization. SWOT analysis is an acronym for Strengths, Weaknesses, Opportunities, and Threats. The SWOT analysis focused on stakeholders of the Community Center and opportunities inside and outside the organization. Stakeholders include the City of Agoura Hills, City of Calabasas, residents, members, schools, businesses, and other community affiliates.

A Strategic Planning Committee was developed which included the JPA Chair and Vice Chair, Finance Committee Member, AHCCC Executive Director and Community Services Directors from Agoura Hills and Calabasas. This committee was charged with the mission of developing a written strategic plan, which was to include a new Vision Statement, Mission Statement, and several key Strategic Issues.

The Strategic Planning Committee met over the period of one year to develop the Strategic Plan. Based upon the information of the SWOT analysis, Operational Assessment, meetings with City Managers and Community Services Directors, the Committee prioritized Strategic Goals, developed specific objectives to address the Strategic Goals, and developed a new Vision Statement and Mission Statement that will be used in all promotional materials for the Community Center.

Agoura Hills / Calabasas Community Center

Strategic Goals or Initiatives

1. **Develop and Maintain Effective Organizational Leadership.** The emphasis of this Strategic Goal is to make certain that each and every representative of the Center understands the significance of their role in the organization and to our patrons with each and every encounter. If we, as an agency, treat our employees as if they are our top priority, they will in turn treat the customer as their top priority.
2. **Increase AHCCC Visibility and Outreach to the Community.** The emphasis of this Goal is to educate the community on the AHCCC and what it has to offer. We will begin with a re-branding of the Center and start a specific outreach program to the community. This and continued development of partnerships will realize increased participation in fitness memberships, recreational programs and other increased use of the facility.
3. **Increase Facility Usage and Membership.** The emphasis of this Goal is to maximize facility use by offering innovative programs and increase fitness participation through improved amenities, customer satisfaction and marketing.
4. **Establish Performance Measures.** The purpose of this Goal is to insure appropriate levels of utilization, cost recovery and customer satisfactions through quantitative and qualitative goals and objectives annually in conjunction with the annual operating budget.
5. **Promote Collaborative Partnerships with both Cities.** The emphasis of this Goal is to bridge the objectives and needs of the Agoura Hills and Calabasas Community Service Departments and the Community Center to best serve the residents of the community. Increasing cross-promotion of programs and events; co-sponsored programming and streamlined programming offerings.
6. **Establish Long-Term Fiscal Strategies.** The emphasis of this Goal is to provide the framework for the Community Center to operate in a more successful, efficient and cost effective manner. This includes determining an appropriate level of general fund support from the cities of Agoura Hills and Calabasas. Staff will create a business plan and review pricing policies to ensure that fees and charges for programs and facilities are keeping pace with surrounding communities, and the direct costs of programs and services.
7. **Develop a Technology Plan for the Future.** The purpose of this Goal is to develop a plan, which will assist the Center in keeping pace with improvements in technology, both internally and for customers. This is to include staff training on technology in the workplace, maintaining and updating hardware, adding new software and software improvements as well as improving and updating the web site.
8. **Maintain Strong Risk Management Practices.** The emphasis of this Goal is to stress the importance of maintaining the integrity of the Center's risk management program and to be pro-active in the development of training to reduce and limit exposure to liability.

Strategic Planning Goal #1

Develop and Maintain Effective Organizational Leadership.

The emphasis of this Strategic Goal is to make certain that each and every representative of the Center understands the significance of their role in the organization and to our patrons with each and every encounter. If we, as an agency, treat our employees as if they are our top priority, they will in turn treat the customer as their top priority.

This includes:

- Employee enrichment and training programs to develop professional and skilled staff
- Identify service needs and maximize the use of existing staff
- Create opportunities for staff to grow through cross training.

Strategic Planning Goal #1
Develop and Maintain Effective Organizational Leadership

- Pending
- ▶ Ongoing
- Completed

Status	Objective	Year	Responsibility	Comments
1.01	Review and update current Employee Handbook	2016	ED / MSFM	
1.02	Produce Center Talk on a semi-annual basis	2016	ED	
1.03	Maintain schedule of annual events/important dates to all employees	2016	MSFM / Administrative Assistant	
1.04	Staff review and update Strategic Plan quarterly, with Board approval annually	2017- 2019	JPA / Executive Director	
1.05	Conduct comprehensive review of full time and part time job descriptions and classifications	2017	Executive Director / MSFM	
1.06	Conduct comprehensive review of full time and part time salary ranges	2017	Executive Director	
1.07	Identify and encourage potential training and learning opportunities.	2016- 2019	MSFM	
1.08	Create a Part-Time Employee Handbook	2017	MSFM	

Strategic Planning Goal #2

Increase AHCCC Visibility and Outreach to the Community.

The emphasis of this Goal is to educate the community on the AHCCC and what it has to offer. We will begin with a re-branding of the Center and start a specific outreach program to the community. This and continued development of partnerships will realize increased participation in fitness memberships, recreational programs and other increased use of the facility.

In 2015, when the first Strategic Plan was developed, new mission and vision statements were created. Along with creating a new logo, these statements are part of an effort to re-brand our image. The mission and vision statements are used to convey the message of what the AHCCC is all about: The communities' choice for fitness, recreation and events.

Being involved in the community at all levels of government, non-profit organizations and community groups is important to the visibility and image of the AHCCC. Staff is currently involved in service clubs, community organizations, city events, and others. This increases visibility and creates the image of the AHCCC being a facilitator within the community.

By becoming actively involved with local organizations, the AHCCC has increased visibility through partnering for special events and programs. Great examples include the Community Health Expo and Canine Classic.

The Community Health Expo is an event coordinated by the Conejo / Las Virgenes Future Foundation. The AHCCC Executive Director is a on the CLVFF Board and planning committee for the event. Center staff assists with on-site event logistics and a fitness component of the event. The event features free health screenings, over 40 health and wellness vendors, informational speakers and a Fitness Mash-up highlighting the AHCCC fitness classes and instructors.

Increasing AHCCC Visibility and Outreach to the Community includes but is not limited to the following:

- Develop and nurture partnerships with local agencies of government, community organizations, service groups and non-profit groups.
- Increase visibility and partnership within the elementary and high schools.
- Increase marketing campaigns and cross-market at all of our city facilities, local agencies and service organizations.
- Develop and maintain strong relationship with local businesses for sponsorship and co-sponsorship of special events.
- Post the Strategic Plan, vision and mission statements on the AHCCC and city website

**Strategic Planning Goal #2
Increase AHCCC Visibility and Outreach to the Community.**

- Pending
- ▶ Ongoing
- Completed

Status	Objective	Year	Responsibility	Comments
2.01	Develop and maintain a community outreach program to engage the population of Agoura Hills and Calabasas	2017	Recreation Coordinator	
2.02	Maintain involvement with community based organizations in Agoura Hills and Calabasas	2016-2019	ED	
2.03	Work cooperatively with the LVUSD and local private schools	2016-2019	ED / Recreation Coordinator	
2.04	Update current information on city cable channel and social media outlets to communicate to the community and maintain high level of visibility through print, screens, social media, and web based outlets	2016-2019	Recreation Coordinator	
2.05	Establish and maintain relationships with private businesses in Agoura Hills and Calabasas	2016-2019	ED / MSFM	
2.06	Develop an AHCCC promotions plan	2017	MSFM / Coordinators	
2.07	Increase visibility to the public through freeway, roadside and building signs	2018	ED / MSFM	
2.08	Formalize a written communications plan for AHCCC information distributed through city outlets	2017	ED / Recreation Coordinator	

Strategic Planning Goal #3

Increase Facility Usage and Membership.

The emphasis of this Goal is to maximize facility use by offering innovative programs and increase fitness participation through improved amenities, customer satisfaction and marketing.

The AHCCC maintains over 1300 memberships and staff coordinates the efforts of the fitness facility which houses 20 aerobic machines, a comprehensive weight training circuit area, free weights, Featured Fitness Program offering over 50 fitness classes per month and six personal trainers. In addition to fitness, the Center has a variety of athletic courts including basketball, badminton, volleyball and pickleball. The highest demand of court space is for basketball.

Facility users can also access the 35 foot climbing wall. The Center has a Rock Wall program that consists of a variety of classes and events that introduce and provide instruction to all ages in the sport of climbing in addition to membership opportunities.

Membership revenue accounts for over 50 percent of the Center's total revenue and the department has a cost recovery of over 225 percent. Growth in this area of the Center is vital to the long term financial stability of the Center.

In addition to increases in membership, fitness and athletics, the AHCCC is a component of the cities' community service offerings. Facility usage for daily drop-in, community meetings, events, programs and activities is an important aspect of the daily operations of the Center. Increases across all areas of facility usage will contribute to increased revenue, awareness and the well being of our community members.

**Strategic Planning Goal #3
Increase Facility Usage and Membership.**

- Pending
- ▶▶ Ongoing
- Completed

Status	Objective	Year	Responsibility	Comments
3.01	Develop fitness and rental marketing campaign	2016	MSFM / Facility Coordinator	
3.02	Determine ways to increase the use of multi-purpose room space to the fullest potential	2017	Executive Director / MSFM / Coordinators	
3.03	Establish scheduled maintenance cleaning of specific areas to achieve higher levels of standards	2016	MSFM	
3.04	Evaluate current fitness equipment and recommend upgrade; explore lease vs purchase options of equipment	2017	MSFM	
3.05	Review current membership policies, re-activation fees	2017	Executive Director / MSFM	
3.06	Work in conjunction with city staff to increase their use of space with programs specific to the city, for example senior programs, that are not in conflict with AHCCC offerings	2016-2019	Recreation Coordinator	
3.07	Identify, greet and engage both casual visitors and members by re-locating the front desk to the main building entrance	2016	Executive Director	
3.08	Perform analysis of fiscal impact and feasibility of a third party vendor to provide concessions	2018	Executive Director / MSFC and Facility Coordinator	
3.09	Renovate gymnasium, including wood floor and roof; consider upper indoor walking track with roof replacement.	2018-2019	Executive Director	
3.10	Actively seek strategic partners to provide specialized services and programs at the AHCCC	2016-2019	Executive Director / MSFC and Coordinators	

Strategic Planning Goal #4

Establish Performance Measures.

The purpose of this Goal is to insure appropriate levels of utilization, cost recovery and customer satisfactions through quantitative and qualitative goals and objectives annually in conjunction with the annual operating budget.

Detailed performance measures need to be developed for all major program areas and facility operations. These performance measures should include quantitative and qualitative goals to guide and evaluate the facility. An annual review and update of goals and outcomes will provide a mechanism for the Community Center to adjust and refine its operations, programs and services.

Quantitative Goal Examples:

- Generate \$700,000 annually in fitness memberships, classes and drop in use of studio.
- Generate \$150,000 annually in rentals of meeting rooms and gymnasium
- Serve 200,000 visitors at the Center

Qualitative Goal Examples:

- Achieve an 85% overall good to excellent satisfaction rating of special interest class participants.
- 80% of the visitors to AHCCC rate the appearance and cleanliness of the facility as excellent.
- 90% of customers who register for programs rate the process as convenient and easy.

**Strategic Planning Goal #4
Establish Performance Measures.**

- Pending
- ▶ Ongoing
- Completed

Status	Objective	Year	Responsibility	Comments
4.01	Define the AHCCC's operating cost recovery percentage goal	2016	JPA/ED	
4.02	Incorporate quantitative and qualitative goals for fitness, rentals and programs into performance measurements	2017	ED	
4.03	Establish training program for staff on pricing policies and cost recovery goals	2017	ED	
4.04	Create a methodology for establishing the fair and correct price for a given program, service or facility	2016	ED / MSFM / Coordinators	
4.05	Maintain balance of community/non-profit groups rate discount users and monitor impact on facility	2016-2019	MSFM / Coordinators	
4.06	Establish quality assurance standards and measurement tools to evaluate continued success in customer satisfaction and utilization	2017	ED / MSFM / Coordinators	

Strategic Planning Goal #5

Promote Collaborative Partnerships with both Cities.

The emphasis of this Goal is to bridge the objectives and needs of the Agoura Hills and Calabasas Community Service Departments and the Community Center to best serve the residents of the community. Increasing cross-promotion of programs and events; co-sponsored programming and streamlined programming offerings.

Strategic Planning Goal #5
Promote Collaborative Partnerships with both Cities.

- Pending
- ▣ Ongoing
- Completed

Status	Objective	Year	Responsibility	Comments
5.01	Review current JPA agreement and structure; make updates to reflect changes and define roles	2016	Cities / JPA / ED	
5.02	Continue to maintain positive relationship with city staff	2016-2019	ED/ MSFM / Coordinators	
5.03	Schedule quarterly joint staff meetings with AHCCC staff and city Community Services Department staff	2017	ED / MSFM	
5.04	Streamline maintenance and capital improvement projects with city projects and contracts when applicable	2016-2019	ED	
5.05	Clarify how the AHCCC works as an integral component of the two cities' community services departments	2018	ED	
5.06	Integrate the AHCCC, City of Agoura Hills and City of Calabasas recreation software, ActiveNet, to increase participation, promotion and user experience	2018	ED	

Strategic Planning Goal #6

Establish Long-Term Fiscal Strategies.

The emphasis of this Goal is to provide the framework for the Community Center to operate in a more successful, efficient and cost effective manner. This includes determining an appropriate level of general fund support from the cities of Agoura Hills and Calabasas. Staff will create a business plan and review pricing policies to ensure that fees and charges for programs and facilities are keeping pace with surrounding communities, and the direct costs of programs and services.

The development of a business plan and pricing policy will serve as a management tool for establishing, implementing and evaluating various fees and revenue options for the operation of the Agoura Hills/Calabasas Community Center. The establishment of a business plan and pricing policy may allow for additional programs and facilities to be made available that would enhance the level of service or quality of programs. This also allows for the JPA to provide higher quality of services due to these limited operational dollars.

A business plan that establishes a cost recovery and pricing policy is designed to provide staff with consistent guidelines in pricing admissions, use of facilities, and establishing program fees based on the individual benefits a user receives above the general public. The policy will help the AHCCC JPA address revenue goals to support operational costs, provide greater fairness in pricing services to users, and help support the implementation of future programs, facilities and services.

A cost recovery and pricing policy also allows the facility users; staff and general public to better understand the philosophy behind pricing of a program or service.

**Strategic Planning Goal #6
Establish Long-Term Fiscal Strategies.**

- Pending
- ▶ Ongoing
- Completed

Status	Objective	Year	Responsibility	Comments
6.01	Determine an appropriate level of general fund support from the cities of Agoura Hills and Calabasas	2016	Cities / JPA / ED	
6.02	Develop a business plan; incorporating city support, pricing policies	2017	ED	
6.03	Update and seek Board approval of the pricing policy to ensure direct costs are being met for programs and facility operations	2017	ED	
6.04	Conduct staff training on all revenue and financial policies	2017-2019	ED / MSFM	
6.05	Develop a marketing strategy to increase fitness and rental revenue	2017	MSFM / Facility Coordinator	
6.06	Actively seek sponsorships within the business community	2017	ED / MSFM / Coordinators	
6.07	Research grant opportunities for operations and capital improvements	2017-2019	ED	
6.08	Review and update the role and goals of the CCA in fundraising to support the AHCCC	2017	JPA / CCA / ED	
6.09	Discuss the capital maintenance program, which includes depreciation and replacement, and how it ties into the operating budget	2016	JPA / Cities / ED	

Strategic Planning Goal #7

Develop a Technology Plan for the Future.

The purpose of this Goal is to develop a plan, which will assist the Community Center in keeping pace with improvements in technology, both internally and for customers. This is to include staff training on technology in the workplace, maintaining and updating hardware, adding new software and software improvements as well as improving and updating the web site.

The AHCCC relies on technology to remain financially sound and provide outstanding customer service, fitness, recreational and athletic opportunities for the community and facility users.

Improvements to the Center website, a computer operated membership program, point of sale system, security cameras, alarm systems and much more require a creative management plan.

The Center must develop a technology master plan in order to create greater operational efficiencies and excellent customer service. Excellent internal and external customer service is critical to every business. Innovative technology enables a business to attract and maintain a strong customer base. Whether it is faster service for customers, convenient information technology to assist in registration, innovative web sites or technology to assist staff in performing work more efficiently, an innovative plan must be in place.

A technology plan will be a guide to keep the AHCCC current.

Strategic Planning Goal #7

Develop a Technology Plan for the Future.

- Pending
- ▶▶ Ongoing
- Completed

Status	Objective	Year	Responsibility	Comments
7.01	Upgrade all workstations Office software	2018	ED / IT Staff	
7.02	Increase the number of training sessions for staff	2017	ED / MSFM	
7.03	Review website technologies	2016	Rec Coordinator / IT Staff	
7.04	Phone system review	2017	MSFM / IT Staff	
7.05	Expand Wi-Fi coverage within the building	2016	ED	
7.06	Review with City of Agoura Hills the financial software and determine if upgrade is needed	2018	ED / Agoura Hills CFO	
7.07	Define a replacement schedule for employee workstations	2018	ED	
7.08	Upgrade multi-purpose room(s) technological amenities	2017	Facility Coordinator	

Strategic Planning Goal #8

Maintain Strong Risk Management Practices.

The emphasis of this Goal is to stress the importance of maintaining the integrity of the Center's risk management program and to be pro-active in the development of training to reduce and limit exposure to liability.

The AHCCC is a member of the California Joint Powers Insurance Authority (CJPIA). As a member the AHCCC receives strong staff support provided by the CJPIA to assist with risk management administration.

Areas that the AHCCC must manage safety programs and documentation of such include:

- Recreation programs
- Building and facility management
- Facility operations
- Loss control for property and personal injury
- Employee safety

The public should also be aware of the fact that it has professionally trained personnel available for CPR/AED, First Aid and emergencies.

**Strategic Goal #8
Maintain Strong Risk Management Practices**

- Pending
- ▣ Ongoing
- Completed

Status	Objective	Year	Responsibility	Comments
8.01	Employee safety training and certification	2016-2019	MSFM	
8.02	Develop a safety training calendar for all staff	2016	MSFM / Administrative Assistant	
8.03	Develop and maintain inspection forms	2016	MSFM / Administrative Assistant	
8.04	Require all incident reports be turned in within 24 hours	2016	ED / MSFM	
8.05	Develop more specific logging system for incident/accident reports for better tracking purposes	2017	MSFM / Administrative Assistant	
8.06	Create facility inspection program	2017	MSFM / Administrative Assistant	