Beyond 2013

COSCA
STRATEGIC
PLAN

CONEJO OPEN SPACE CONSERVATION AGENCY
## CONTENTS

![Photo by Mark Langton; Courtesy of the Conejo Open Space Foundation](image)

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Photo by Paul Smith & Ann Tucker; Courtesy of the Conejo Open Space Foundation
INTRODUCTION

Purpose

In 2011 the Conejo Open Space Conservation Agency (COSCA) Board of Directors authorized the preparation of a long-range strategic plan (the Strategic Plan) to:

- Assess the present state of agency operations and resources
- Develop a Mission statement
- Articulate a Vision for COSCA's future
- Identify short-term and long-term goals for COSCA
- Describe realistic strategies and actions to achieve COSCA's Mission, Vision and goals

For the last 35 years the City of Thousand Oaks (City) and the Conejo Recreation and Park District (District) have methodically obtained open space lands in and around the Conejo Valley that are managed by COSCA. The open space lands acquired to date have nearly completed the original goal of a ring of open space around the Valley. While there remain key undeveloped parcels of land to obtain that would expand existing open space areas and complete that goal, the value of the existing open space lands to the quality of life for residents of the Conejo Valley has not gone unnoticed. Residents use the open space for a wide variety of outdoor recreation and educational purposes and appreciate its habitat and aesthetic values. People anticipate that COSCA will manage these open space lands and their resources in a way that protects habitat and ecosystem functions, provides a safe visitor experience and a reasonable

"This Open Space System is intended to be a continuous and contiguous ring concept, providing a greenbelt around the perimeter of the City, surrounding areas of development rather than just areas of open space within developments, and extending into the community, preserving lower slopes and meadow areas as buffers from adjacent developments, adjoining parks and school sites."

City of Thousand Oaks
General Plan
Open Space Element
expectation of wildfire protection for adjacent neighborhoods, and continues to enhance the quality of life and health of Conejo Valley residents.

COSCA is now at a milestone moment for evaluation, reflection, and action as its primary focus transitions from land acquisition to resource management and visitor services.

This summary report presents a Strategic Plan that identifies a Mission, a Vision, a set of Guiding Principles, Objectives, and Implementation Actions that respond to the COSCA Board of Directors’ challenges and will help COSCA focus on long-term stewardship and management principles.

Background

The information below is not intended as a comprehensive background review about COSCA history, mandates, goals, policies, and ordinances. It provides salient information about COSCA that serves as a foundation for the Strategic Plan.

A Joint Powers Agency

COSCA was created in 1977 as a joint powers agency between the City of Thousand Oaks and the Conejo Recreation and Park District for the purpose of acquiring and managing natural open space within and around the Conejo Valley. The Joint Powers Agreement (JPA) forming COSCA enables the two agencies to:

"jointly exercise their legal powers to create a jurisdictional framework for the conservation of natural open space lands, assure coordination of local land use and resource management decisions and establish an entity to focus community resources toward achievement of adopted City General Plan goals."

Governance

COSCA is governed by a 5-member Board of Directors made up of two City Council members, two District Board Members and one member of the general public. COSCA's annual budget is shared 50/50 by the City and District. The agency's staff comprises City and District employees and consists of 11.6 full-time equivalent positions. These include planning/administrative staff, full-time Park Rangers, an open space technician, and a number of other employees from each agency who devote between 5% and 10% of their time to COSCA work.
The work of the COSCA staff, particularly in terms of trail construction, trail patrol, and education programming, is complemented by a wide variety of partners and, in particular, volunteers from the Conejo Open Space Trails Advisory Committee (COSTAC) and the non-profit Conejo Open Space Foundation (COSF).

**Existing Management Policies and Guidelines**

In 1989, the COSCA Board of Directors adopted a set of management policies and guidelines to inform the public about the nature of COSCA’s goals and objectives. These policies and guidelines are provided in Attachment B. Since then, COSCA has adopted policies regarding naming (1997), wireless facilities (2000), gift recognition (2002), being a good neighbor (2007), geocaching (2007), COSTAC residency (2008), and a complete set of ordinances (2009).

COSCA’s goals and objectives are defined in the 1989 document as follows:

“COSCA'S primary responsibility is to manage open space so as to preserve its natural characteristics while providing opportunities for passive recreational enjoyment of the diverse vegetation, wildlife and cultural resources it contains. Equally important is the policy to administer these lands in a cooperative manner in order to augment the conservation efforts of adjoining City, County, State and Federal jurisdictions. This includes, but is not solely limited to, actions in support of preservation and protection of the following resources or uses:

- Existing or proposed parklands, recreation areas and other designated open space lands.
- Scenic highway corridors and greenbelt systems, flanking the Conejo Valley or COSCA open space.
- Regional trail systems or easements that provide public access to adjacent open space or parklands.
- Scenic protection zones containing natural watershed and vegetation components (Lake Sherwood and Hidden Valley Area).
- Plant and animal communities, habitats or species which are considered to be unique, rare, endangered or threatened in any manner.
Perspective

What is Open Space?
In the COSCA JPA, the term "open space" is defined as any physical geographical space or area characterized by (1) great natural scenic beauty, or (2) whose existing openness, natural condition, or present state of use, if retained, would maintain or enhance the conservation of natural or scenic resources. In this context, "open space" is defined as land which is essentially in a natural, undeveloped state, and does not include land which is essentially in a natural, undeveloped state, and does not include golf courses, developed park sites or landscaped greenbelts involving intensive maintenance.

Open Space Protection
The JPA provides for a shared commitment to the protection of open space through the balanced structure of the COSCA Board of Directors. This protection is complementary to the strength of the Thousand Oaks General Plan, related zoning ordinances, and the City’s Measure E which, until December 31, 2030, requires a majority vote by Thousand Oaks residents to re-designate land currently placed in the “existing parks, golf courses, and open space” classification in the Land Use Element of the City's General Plan.

Existing Open Space Areas
Currently, COSCA owns approximately 8,200 acres of open space lands and manages an additional 4,000 acres owned the City, the District, or the Mountains Recreation and Conservation Authority (MRCA). These 12,000 acres managed by COSCA constitute the majority of the approximately 15,000 acres of open space within the Conejo Valley. COSCA manages almost 200 miles of open space edge that interface with developed lands. A listing of these properties and their characteristics is found in Attachment C.

Existing Trail System
There are approximately 140 miles of public multi-use trails within the open space lands managed by COSCA. These include a segment of the recreation route for the San Juan Bautista de Anza National Historic Trail. The COSCA-managed trail system connects with adjacent trails and open space lands of the National Park Service, California Department of Parks and Recreation, Mountains Recreation and Conservation Authority (MRCA).
Conservation Authority, Rancho Simi Recreation and Park District, Santa Rosa Valley Trails, Inc., and the Ventura County Parks Department.

**Strategic Planning Process**

The Strategic Plan was prepared over a two-year period through a staff-driven open collaborative process. The process acknowledged that the effectiveness of the Strategic Plan depends on a working understanding of COSCA’s lands, resources, management practices, property characteristics, ownership/easement contingencies, and partnerships with agencies, special interest groups, and volunteer organizations. This process included:

- A series of informal open-ended interviews with thirty-two individuals including the COSCA Board of Directors, COSCA staff and members of COSTAC and COSF. General topics included considerations to be included about COSCA’s overall mission, visions for the future, governance and partnerships, operations, public outreach/perceptions, open space resources, and public use of those open space resources (July-August, 2011).

- A public workshop to solicit community values and perspectives about COSCA and the open space lands of the Conejo Valley (September, 2011).

- An internet survey covering community values toward open space, general priorities criteria, and attitudes about a number of open space issues (September-October, 2011).

- A public workshop conducted with the COSCA Board of Directors to review and provide direction about draft Mission, Vision, and Guiding Principles statements (March, 2012).

- Three rounds of staff involvement in developing the specific strategy objectives, implementation actions, and priorities needed to realize the Guiding Principles underlying the Strategic Plan (April, 2012-February, 2013).

- A public workshop to review and comment on the Draft Strategic Plan (March, 2013).

- A presentation and review of the Draft Strategic Plan with the COSCA Board of Directors provide direction in refining its program (April, 2013).
• Final review and adoption by the COSCA Board of Directors (July, 2013).

**Strategic Plan Definitions**

The following terms and definitions are used in the Strategic Plan:

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mission</td>
<td>A statement describing why COSCA exists and what it does.</td>
</tr>
<tr>
<td>Vision</td>
<td>A description outlining what the lands within the jurisdiction of COSCA will be like in the future. By having a clear image of the ideal future, COSCA can focus its energies to shape that future.</td>
</tr>
<tr>
<td>Guiding Principles</td>
<td>General statements that, consistent with the Mission and Vision, explain what is to be achieved in the long term.</td>
</tr>
<tr>
<td>Objectives</td>
<td>Strategies to fulfill the identified Guiding Principles. Unlike Guiding Principles, Objectives are measurable and have a defined completion date. They are more specific and outline the “who, what, when, where, and how” of attaining the Vision and Guiding Principles.</td>
</tr>
<tr>
<td>Implementation Actions</td>
<td>Specific activities to execute Objectives.</td>
</tr>
</tbody>
</table>
MISSION  &  VISION

MISSION  
To acquire, conserve, and manage open space within and surrounding the Conejo Valley for future generations, sustainably balancing public use with ecosystem protection.

VISION  
The Conejo Open Space Conservation Agency will permanently conserve a system of natural open space and multi-use trails within and around the Conejo Valley to steward natural and cultural resources, preserve native habitats, provide opportunities for public enjoyment through trail-based recreation and outdoor education, and visually enhance the community.
GUIDING PRINCIPLES

The following eleven Guiding Principles expand COSCA’s basic Mission and Vision and, when taken as a whole, provide a panoramic snapshot of the future for COSCA and what the Conejo Valley’s open space system should be.

GUIDING PRINCIPLE #1  Leave a Permanent Legacy: Continue to acquire open space in a fiscally responsible manner and employ all institutional mechanisms, combined with public education and research programs, to permanently protect COSCA open space for future generations.

GUIDING PRINCIPLE #2  Steward Natural Resources: Manage open space areas so they are affected primarily by natural processes, with the imprint of human use and modifications substantially unnoticeable, and preserve, restore, and protect ecologic, geologic, scenic, historic, cultural, scientific and educational values.

GUIDING PRINCIPLE #3  Provide Local Access: Maintain an open space trail system that connects neighborhoods, allows sensitively planned access to and use of the open space system, and is available to all residents of the Conejo Valley.

GUIDING PRINCIPLE #4  Allow Multiple Uses: Provide a well-maintained, interconnected system of natural surface, multiple-use trails that are respectfully shared by hikers, bicyclists, equestrians, and other trail users.

GUIDING PRINCIPLE #5  Practice Sustainability: Promote science-based open space management, enforce rules and regulations, and utilize sustainable design practices to minimize future maintenance needs.

GUIDING PRINCIPLE #6  Emphasize Partnerships: Engender a cooperative spirit that engages community partners and fosters volunteerism in ongoing maintenance, outreach, environmental education, restoration, and trail-related programs.
**GUIDING PRINCIPLE #7**  
**Ensure Continuity:** Create an open space and trail system that provides physical, visual, and habitat continuity within the Conejo Valley and with adjacent open space lands owned by other entities.

**GUIDING PRINCIPLE #8**  
**Foster Health and Wellness:** Encourage a sense of public stewardship by connecting people of all ages with open space through recreational and educational opportunities that are convenient and improve health and vitality.

**GUIDING PRINCIPLE #9**  
**Allocate Adequate Funding:** Provide appropriate funding and staffing levels, comparable to other land conservation agencies with similar responsibilities, to effectively steward open space resources and manage visitor improvements and public use.

**GUIDING PRINCIPLE #10**  
**Provide Management Clarity:** Effectuate governance, guidance, and regulations that are easily understood by the public and establish a clear framework for field operations by COSCA staff.

**GUIDING PRINCIPLE #11**  
**Manage the Urban Edge:** Recognize that public open space has many neighbors and that management involves dual responsibilities to cooperatively plan and steward resources for the mutual benefit of both the urban and natural environment.
Table 1 lists - by Guiding Principle - a set of 48 Objectives and 98 Implementation Actions. All Guiding Principles, Objectives and Implementation Actions will be applied consistent with the COSCA Management Policies and Guidelines (as last amended in May, 2009) and COSCA Ordinance No. 01-2009 that establishes open space rules and regulations.

**TIMEFRAME**

A timeframe is presented for each Implementation Action. The timeframes are presented for fiscal years after Strategic Plan adoption. These are:

- Ongoing: Year 1 and continuing over time
- Years 1 to 4
- Years 5 to 7
- Beyond 7 years

*Photos by Paul Smith; Courtesy of the Conejo Open Space Foundation*
<table>
<thead>
<tr>
<th>GUIDING PRINCIPLE</th>
<th>OBJECTIVE</th>
<th>IMPLEMENTATION ACTIONS</th>
<th>TIMEFRAME</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Leave a Permanent Legacy: Continue to acquire open space in a fiscally responsible manner and employ all institutional mechanisms, combined with public education and research programs, to permanently protect COSCA open space for future generations.</td>
<td>1.1: Acquisition – Continue acquisition of open space in the Conejo Valley.</td>
<td>1.1.1 Acquire parcels based on latest “Priority Areas For Potential Purchase as Natural Open Space” map and table. Be open to unique acquisition opportunities that may arise.</td>
<td>Ongoing</td>
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<td></td>
<td></td>
<td>1.1.2 Create a GIS layer showing all easements owned by COSCA or affecting COSCA open space.</td>
<td>X</td>
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<td>1.1.3 Update the open space and easement layers in the City’s GIS system as new open space is acquired and easements are recorded. Amend the City’s General Plan Land Use Element concurrently.</td>
<td>Ongoing</td>
</tr>
<tr>
<td>1.2: Conservation in Perpetuity – Assure that all public open space lands are protected in perpetuity.</td>
<td>1.2 Re-zone parcels that have been acquired as open space through donation, purchase or dedication to the City zoning designation of “Open Space”.</td>
<td>Ongoing</td>
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<td></td>
<td>1.3: Visibility – Provide public information to Conejo Valley residents and businesses about the ecological, recreational and health benefits of conserving open space and inform them of the convenient public access to each open space unit.</td>
<td>1.3.1: Update and enhance the COSCA website, including social media, and work with COSF, the District, and the City to cross-reference websites, include a more comprehensive interactive map, better open space unit descriptions, trail descriptions, trail access points and trailhead locations, trail elevation profiles and Universal Trail Assessment Process (UTAP) information.</td>
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<td>1.3.2: Working with COSF, explore the creation of individual &quot;interpretive&quot; web pages for each open space unit, e.g. virtual tours, in coordination with the District.</td>
<td>X</td>
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<td>1.3.3: Create a new COSCA brochure and make it available on the web.</td>
<td>X</td>
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<td>1.4: Land Designation – Consolidate open space ownership in the Conejo Valley.</td>
<td>1.4.1: Transfer open space land ownership to COSCA, in accordance with policies contained in the City’s Open Space Element of the General Plan.</td>
<td>Ongoing</td>
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<td>1.4.2: Merge adjacent COSCA-owned open space lots into single parcels.</td>
<td>X</td>
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<td>GUIDING PRINCIPLE</td>
<td>OBJECTIVE</td>
<td>IMPLEMENTATION ACTIONS</td>
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<tr>
<td><strong>2. Steward Natural Resources:</strong> Manage open space areas so they are affected primarily by natural processes, with the imprint of human use and modifications substantially unnoticeable, and preserve, restore, and protect ecologic, geologic, scenic, historic, cultural, scientific and educational values.</td>
<td><strong>2.1: Habitat</strong> – Enhance natural habitat areas in open space units through active stewardship programs.</td>
<td><strong>2.1.1:</strong> Inventory and map, using GPS, natural resources of existing open space units including areas identified for non-native, invasive plant removal and habitat restoration. Update periodically.</td>
<td>Ongoing</td>
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<td><strong>2.1.2:</strong> Use best management practices based on the most current, reliable scientific information available.</td>
<td>Ongoing</td>
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<td><strong>2.1.3:</strong> Prepare and implement a system-wide invasive species management plan, including best management practices to avoid spread and introduction of invasive species during trail construction.</td>
<td>X</td>
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<td><strong>2.1.4:</strong> Identify areas in need of habitat restoration (beyond invasive species removal).</td>
<td>Ongoing</td>
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<td></td>
<td><strong>2.2: Comprehensive Planning</strong> – Prepare Open Space Management Plans that integrate natural and cultural resource management, public access for recreation and education, regional and local trail linkages, habitat enhancement, visual enjoyment, water resource management, and fire management.</td>
<td><strong>2.2:</strong> Complete Open Space Management Plans that incorporate habitat conservation, recreation, historic preservation planning, interpretation, and environmental (CEQA) documentation at a rate of one plan every 4 years. Planning areas should include contiguous open space units in different areas of the City, as well as non-contiguous “islands” of open space, such as:</td>
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<td>• Southeast Area (Hope, Los Robles, Los Padres, Conejo Ridge, Skyline, South Ranch, Lake Eleanor)</td>
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<td>• East Area (Hillcrest, Glider Hill, North Ranch)</td>
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<td>• Northeast Area (Oakbrook, Lang Ranch, Woodridge, Sunset Hills)</td>
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<td></td>
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<td>• Southwest Area (Dos Vientos, Rancho Potrero, Potrero Ridge, Deer Ridge, Venut Park, Vallecito)</td>
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<td></td>
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<td>• Islands (La Jolla, Summit House, Labisco Hill, Northwood, Old Meadows, Knoll, Old Conejo, Walnut, Fireworks Hill, Tarantula Hill)</td>
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<td></td>
<td><strong>2.3: Water Resource Management</strong> – Ensure open space, habitat resources, outdoor recreation and education opportunities are integrated into regional watershed resource planning.</td>
<td><strong>2.3.1:</strong> Participate in the Integrated Regional Water Resource Management Plan (IRWMP) process updates (Calleguas and Malibu Creek Watersheds) and Calleguas Creek Watershed Subcommittee meetings.</td>
<td>Ongoing</td>
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<tr>
<td>GUIDING PRINCIPLE</td>
<td>OBJECTIVE</td>
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<td>2.3.2: Make COSCA Open Space Management Plan information available to IRWMP planning agencies.</td>
<td>Ongoing</td>
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<td>2.3.3: Identify opportunities for resource enhancement projects, such as runoff filtration, ground water recharge, flood protection and habitat restoration, to mitigate impacts of urban land use within local watersheds. Include this information in Open Space Management Plans when possible.</td>
<td>X</td>
</tr>
<tr>
<td>2.4: Area Designation</td>
<td>Classify open space units as open or closed to public access.</td>
<td>2.4: When appropriate to protect resources, identify sensitive areas as “Nature Preserve – Closed to Public Access” in Open Space Management Plans.</td>
<td>X</td>
</tr>
<tr>
<td>2.5: Unit Management</td>
<td>Manage open space and trail use to provide recreational opportunities while protecting natural resources.</td>
<td>2.5.1: Increase Ranger staffing and patrols to a level more consistent with comparable open space agencies in California, in order to provide an adequate level service with respect to enforcement of COSCA rules, protection of natural resources, and maintenance of COSCA improvements (e.g., trails, fencing, signage, drainage).</td>
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<td>2.5.2: Work with partners to expand Trail Watch and Adopt-A-Trail Programs, to regularly monitor all trails and open space, and report back to Rangers with information regarding maintenance and enforcement needs.</td>
<td>Ongoing</td>
</tr>
<tr>
<td>2.6: Open Space Mitigation</td>
<td>Identify, evaluate and mitigate for all improvements proposed within and adjacent to the open space.</td>
<td>2.6.1: Complete CEQA review and documentation as necessary for COSCA resource management and public access improvement projects as appropriate; mitigate potential environmental effects where identified.</td>
<td>Ongoing</td>
</tr>
<tr>
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<td></td>
<td>2.6.2: Monitor proposed developments that may affect open space and require appropriate mitigation to protect open space resources.</td>
<td>Ongoing</td>
</tr>
<tr>
<td>2.7: Off-site Mitigation</td>
<td>Offer natural resource enhancement projects in open space as mitigation for local and regional development projects that are required to provide off-site mitigation.</td>
<td>2.7: Identify and prepare a systemwide list of resource enhancement opportunities in open space that can serve as mitigation areas for public or private projects.</td>
<td>X</td>
</tr>
<tr>
<td>GUIDING PRINCIPLE</td>
<td>OBJECTIVE</td>
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<td><strong>2.8: Research</strong> – Encourage research projects in the open space that improve understanding of local ecosystem dynamics.</td>
<td><strong>2.8:</strong> Accommodate requests from universities and other research organizations for appropriate and compatible research projects within open space that will provide better understanding for the planning or management of natural resources, public access, and/or impacts to trails and open space.</td>
<td></td>
<td><strong>Ongoing</strong></td>
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</table>

| **3. Provide Local Access:** Maintain an open space trail system that connects neighborhoods, allows sensitively planned access to and use of the open space system, and is available to all residents of the Conejo Valley. | **3.1: System Accessibility** – Provide and manage a system of trailheads, neighborhood access points and trails with convenient access to the open space for all Conejo Valley residents. | **3.1.1:** Provide access to open space units for individuals, families, and school groups. | **Ongoing** |

| **3.2: Trail Inventory and Universal Access** – Make trails and trail information accessible to as many individuals as possible by characterizing the features of each trail in the system. | **3.2.1:** Document improvements and sign the trail system using the UTAP guidelines, to inform users of the characteristics and difficulty level of each trail. Trail characteristics can include, but not be limited to:  
- Surface type and condition  
- Degree of slope  
- Degree of side slope  
- Trail width  
- Segments in need of rehabilitation  
- Signs  
- Amenities | **X** |

| **3.3: Connect People to the Environment** – Provide trails, trailheads and public access points to open space throughout the Conejo Valley so residents can connect with the natural environment. | **3.3.1:** Update the Trail Master Plan including review of the following:  
- Conejo Valley ring trail route  
- National and State Park trail connections  
- Existing and planned regional trails  
- Existing and new trailheads and neighborhood access points  
- Need for trail acquisitions and easements | **X** |
### TABLE 1: Strategic Plan Components

<table>
<thead>
<tr>
<th>GUIDING PRINCIPLE</th>
<th>OBJECTIVE</th>
<th>IMPLEMENTATION ACTIONS</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Years 1 - 4</td>
</tr>
<tr>
<td>Linkages to and between existing COSCA open space units</td>
<td>• Linkages to District parks</td>
<td></td>
<td></td>
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<tr>
<td>Linkages to adjacent public parks and open space in other jurisdictions</td>
<td>• Use of watershed protection district and/or utility corridors, where feasible</td>
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<tr>
<td>• Linkages to District parks</td>
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<td>• Use of watershed protection district and/or utility corridors, where feasible</td>
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3.3.2: Develop a Risk Management Plan for COSCA.

### 4. Support Multiple Uses:
Provide a well-maintained, interconnected system of natural surface, multiple-use trails that are respectfully shared by hikers, bicyclists, equestrians, and other trail users.

**4.1: Signage** – Provide uniform and comprehensive signage throughout the open space system.

4.1: Develop a uniform Trail Signage Program to include:

- Trail etiquette
- Rules and regulations
- Maps and trail name signs
- Trail characteristics and difficulty level (UTAP)
- Resource interpretation

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<td>4.2: Support Multiple Use – Provide information about trails and trail etiquette to encourage safe, shared use by all trail user types.</td>
<td>4.2.1: Post trail etiquette signs at trailheads and continue community education efforts through outreach programs, Trails Education Days, and the like.</td>
</tr>
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<td>4.2.2: Continue to work with COSTAC and trail user groups to maintain cooperation and collaboration between hikers, bicyclists and equestrians; promptly address issues if they arise.</td>
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4.3: Trail and Fence Management – Manage and maintain trails and open space fencing in order to maintain a high quality visitor experience and protect open space resources.

4.3.1: Develop a Trail and Fence Management Plan that addresses:

- Estimated schedule and budget for trail rehabilitation and maintenance
- Realignment of sub-standard trails
- Vegetation of abandoned or unauthorized trail routes
- Signage for safety purposes
- Estimated schedule and budget for repair and/or replacement of fences
- Removal of fencing where unnecessary to protect open space resources, such as wire fencing previously used to delineate property

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### TABLE 1: Strategic Plan Components

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<tr>
<td><strong>boundaries or damaged fencing no longer needed for its original purpose</strong></td>
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<tr>
<td></td>
<td></td>
<td>Installation of fencing where appropriate to protect open space resources</td>
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<tr>
<td></td>
<td></td>
<td>Uniform fence design, when possible</td>
<td></td>
</tr>
<tr>
<td><strong>4.3.2:</strong> Update Trail and Fence Management Plan on an as-needed basis, at least every 10 years.</td>
<td></td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td><strong>4.4:</strong> Education – Provide facilities for education and interpretation.</td>
<td><strong>4.4.1:</strong> Install passive interpretive facilities (interpretive panels and displays) on selected trails.</td>
<td></td>
<td>X</td>
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<tr>
<td></td>
<td><strong>4.4.2:</strong> Develop a pilot interpretive trail using web-based interpretation (e.g. interactive Quick Response (QR) codes,) potentially in the Conejo Canyons Open Space.</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td><strong>4.5:</strong> Expand and Improve Existing Trail Facilities and Programs – Assess existing trails and programming for effectiveness and adjust to improve, expand, or modify as necessary.</td>
<td><strong>4.5.1:</strong> Evaluate existing open space units to consider the following trail-related facilities and program changes:</td>
<td></td>
<td>X</td>
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<tr>
<td></td>
<td></td>
<td>Expand parking in selected areas to accommodate growing demand and disperse visitors</td>
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<td></td>
<td></td>
<td>Expand trail use for new recreational and educational programs</td>
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<td></td>
<td><strong>4.5.2:</strong> Partner and communicate with the District’s Outdoor Unit to provide and help expand, possibly with volunteer help, trail-related and outdoor programs including themed outings, such as: introduction to open space on a bike; family bike outings; teenager bike outings; family introductory hikes; horse rider groups; health &amp; fitness hikes; newcomers to Conejo hikes; people with their dogs hikes; easy paced hikes.</td>
<td></td>
<td>X</td>
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<tr>
<td></td>
<td><strong>4.5.3:</strong> Complete planned trails as identified in the Trail Master Plan and Open Space Management Plans.</td>
<td></td>
<td>Ongoing</td>
</tr>
<tr>
<td><strong>4.6:</strong> Range of Open Space</td>
<td><strong>4.6:</strong> Evaluate special open space and/or trail uses on a case-by-case basis,</td>
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<td>Ongoing</td>
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*Conejo Open Space Conservation Agency Strategic Plan*

*June, 2013*
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<td></td>
<td></td>
<td></td>
<td>Years 1-4</td>
</tr>
<tr>
<td>Experiences</td>
<td>– Consider requests for new open space activities, as appropriate, when requested by interest groups.</td>
<td>within the context of COSCA’s mission and strategic plan.</td>
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<tr>
<td>5. Practice Sustainability:</td>
<td>Promote science-based open space management, enforce rules and regulations, and utilize sustainable design practices to minimize future maintenance needs.</td>
<td></td>
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<tr>
<td></td>
<td>5.1: Maintenance Programs – Systematize maintenance activities.</td>
<td>5.1.1: Develop routine facility maintenance standards and guidelines.</td>
<td>X</td>
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<tr>
<td></td>
<td></td>
<td>5.1.2: Develop a maintenance work plan for open space system.</td>
<td>X</td>
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<td>5.1.3: Develop work request and work order system for non-routine maintenance projects.</td>
<td>X</td>
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<tr>
<td></td>
<td>5.2: Science-Based Management – Permit open space projects based on scientifically proven data and methods.</td>
<td>5.2.1: Perform brush clearance, vegetation management and habitat restoration projects as appropriate based on scientifically proven data and methods.</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>5.3: Sustainable Design – Design trails and open space improvements to minimize future maintenance needs.</td>
<td>5.3.1: Use sustainable design practices when building new trails, improving existing trails and constructing open space improvements, in order to minimize on-going maintenance requirements.</td>
<td>Ongoing</td>
</tr>
<tr>
<td>6. Emphasize Partnerships:</td>
<td>Engender a cooperative spirit that engages community partners and fosters volunteerism in ongoing maintenance, outreach, environmental education, restoration, and trail-related programs.</td>
<td>6.1.1: Create a list of capital improvement projects that present partnership funding and implementation opportunities.</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>6.1: Leadership – Continue COSCA’s leadership role in open space conservation while working with other agencies, organizations, and volunteers.</td>
<td>6.1.2: Create a list of resource restoration and enhancement projects that present partnership funding and implementation opportunities.</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>6.1.3: Identify land and easement acquisition opportunities that would benefit from partnership funding.</td>
<td>Ongoing</td>
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<td></td>
<td><strong>6.1.4:</strong> Update the Volunteer Program to maximize its effectiveness in open space maintenance and program needs based on the priorities of the Strategic Plan.</td>
<td>Years 1 - 4: X  Years 5 - 7:  Years &gt;7:</td>
</tr>
<tr>
<td>6.2: COSF – Strengthen the relationship and improve communications between COSCA and COSF.</td>
<td><strong>6.2.1:</strong> Work with COSF to identify tangible projects on which they can assist.</td>
<td>Ongoing</td>
<td></td>
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<tr>
<td></td>
<td><strong>6.2.2:</strong> Conduct biannual meetings between COSCA staff and COSF Board to discuss priorities and coordinate support for COSCA’s open space mission and activities.</td>
<td>Ongoing</td>
<td></td>
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<tr>
<td></td>
<td><strong>6.2.3:</strong> Regularly dedicate an agenda item at COSTAC and COSCA meetings for COSF to report on current and planned activities.</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td>6.3: Volunteers – Support and expand existing volunteer programs.</td>
<td><strong>6.3.1:</strong> Develop a Volunteer Recognition and Retention Plan.</td>
<td>X</td>
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</tr>
<tr>
<td></td>
<td><strong>6.3.2:</strong> Develop partnership programs with other agencies, non-profit organizations, schools, and volunteers for increased interpretive programs and public outreach.</td>
<td>X</td>
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<td></td>
<td><strong>6.3.3:</strong> Develop training programs for docents and other volunteers to enrich the volunteer experience and educate them about COSCA structure, rules and the open space system.</td>
<td>X</td>
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<td><strong>6.3.4:</strong> Consider a Volunteer Coordinator position or assist COSF in creating such a position to better manage volunteers and expand outreach and education programs.</td>
<td>X</td>
<td></td>
</tr>
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<td>6.4: Other Agencies and Non-profit Partners – Strengthen the relationship between COSCA and other agency and non-profit partners.</td>
<td><strong>6.4:</strong> Work cooperatively with other public agencies, schools, colleges, research institutions, and private organizations that support open space, recreation, and education programs.</td>
<td>Ongoing</td>
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<td>7. Ensure Continuity: Create an open space and trail system that provides physical, visual, and habitat continuity within the Conejo Valley and with adjacent open space lands owned by other entities.</td>
<td>7.1: Planning – Update long-range plans for open space conservation and trail system connectivity.</td>
<td>7.1: Update Trail Master Plan and list of priority parcels for potential purchase as open space.</td>
<td>Years 1 - 4 Years 5 - 7 Years &gt;7 Ongoing</td>
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<td></td>
<td>7.2: Regional Linkages – Work with partner agencies and organizations to acquire open space or trail easements adjacent to existing COSCA open space to provide greater ecosystem connectivity and passive outdoor recreation opportunities.</td>
<td>7.2: Communicate with Ventura County, Mountains Recreation and Conservation Authority, National Park Service, Santa Monica Mountains Conservancy, Pleasant Valley Recreation and Park District, Rancho Simi Recreation and Park District, Santa Rosa Valley Trails, Inc., nearby cities of Westlake Village, Simi Valley, Camarillo, and Moorpark, and other partner agencies to discuss land acquisition strategies, trail linkages, and other potential partnerships.</td>
<td>Ongoing</td>
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<td>8. Foster Health and Wellness: Encourage a sense of public stewardship by connecting people with open space through recreational and educational opportunities that are convenient and improve health and vitality.</td>
<td>8.1: Trails and Health – Encourage public use of the open space trail system to benefit health and wellness.</td>
<td>8.1.1: Create a “Healthy Trails” brochure that identifies routes for different fitness levels.</td>
<td>X</td>
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<td>8.1.2: Sponsor, individually or in partnership, health-oriented programs within open space.</td>
<td>X</td>
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<td>8.2: Trails and Abilities – Encourage use of the trail system by individuals of differing mobilities, as appropriate, by providing trails for ability levels ranging from easy to difficult.</td>
<td>8.2.1: Increase outreach efforts to diverse demographic groups about the availability of trails.</td>
<td>X</td>
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<td>8.2.2: When possible, prioritize construction of new trails that provide easy and/or universal access.</td>
<td>Ongoing</td>
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<td>8.3: Education – Expand outdoor education programs beyond Trails Education Days.</td>
<td>8.3.1: Work with the District’s Outdoor Unit to identify interpretation opportunities in open space and develop new programs for the public.</td>
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<td>8.3.2: Develop a COSCA Education Center at Wildwood (Meadows Cave) that is coordinated with the facilities and programs of the Oakbrook Chumash Interpretive Center.</td>
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<td><strong>9. Allocate Adequate Funding:</strong> Provide appropriate funding and staffing levels, comparable to other land conservation agencies with similar responsibilities, to effectively steward open space resources and manage visitor improvements and public use.</td>
<td><strong>9.1: Operating and Capital Improvement Budgets:</strong> Identify budgets based on the objectives, implementation actions, and timeframe of the Strategic Plan.</td>
<td><strong>9.1:</strong> Base each bi-annual COSCA budget on implementation actions anticipated to be accomplished in the next two years.</td>
<td><strong>Ongoing</strong></td>
</tr>
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<td><strong>9.2: Open Space Expansion</strong> – Determine the impact of acquiring and assuming responsibility for additional open space areas and provide appropriate staffing and resources.</td>
<td><strong>9.2:</strong> On a case-by-case basis, identify the resource and public access management needs and number of staff positions necessary to operate and maintain the additional open space lands.</td>
<td></td>
<td><strong>Ongoing</strong></td>
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<td><strong>9.3: Capital Improvements</strong> – Evaluate alternative funding mechanisms for priority capital improvement projects.</td>
<td><strong>9.3.1:</strong> Establish criteria, identify costs, and develop a 10-year prioritized capital improvement projects list that includes public access and resource enhancement projects as identified in Open Space Management Plans and fence replacement needs as identified in the Fence Management Plan.</td>
<td><strong>X</strong></td>
<td><strong>Ongoing</strong></td>
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<td><strong>9.3.2:</strong> Update the 10-year prioritized capital improvement projects list on an annual basis.</td>
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<td><strong>9.4: Operations and Maintenance</strong></td>
<td>Estimate future budget needs in anticipation of continued increases in visitor use; evaluate alternative funding mechanisms to complement existing general fund expenditures for operations and maintenance.</td>
<td><strong>9.4.1:</strong> Develop a visitor use tracking plan to establish baseline data and identify trends and use patterns to help predict future budget needs.</td>
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<td><strong>9.4.2:</strong> Evaluate alternative supplemental funding opportunities for the sustainable operations and maintenance of open space units.</td>
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<td><strong>9.5: Outside Funding</strong></td>
<td>Identify resources to pursue grants and other sources of funding to support COSCA programs.</td>
<td><strong>9.5.1:</strong> Consider providing staff resources or contracted services to research and develop grant proposals.</td>
<td><strong>X</strong></td>
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<td><strong>9.5.2:</strong> Working with COSF and other collaborative partners, actively pursue public and private grant opportunities for acquisition, resource management and outdoor education and recreation programs.</td>
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<td>9.5.3: As opportunities arise, work in partnership with COSF to evaluate the potential for bequests, endowments, corporate sponsorship, and other private donations.</td>
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<td>9.6: Fees – Evaluate sufficiency of existing use fees and update the COSCA Ordinance as appropriate.</td>
<td>9.6: Review and update license fees, use permits and user fees, mitigation and monitoring fees as appropriate.</td>
<td>Ongoing</td>
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<td>10. Management Clarity:</td>
<td>10.1: Decision Making – Provide a clear decision-making model and efficient communications process that is effective for COSCA staff and the general public.</td>
<td>10.1.1: Characterize COSCA staff roles and decision-making responsibilities in an organizational chart that identifies: staff positions; chain of command; responsibilities for day-to-day management and operations; and responsibilities for communication to executive management and the Board.</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>10.2: Customer Service – Establish a clear line of communication for the public to reach COSCA staff for information, enforcement issues, and emergencies.</td>
<td>10.2.1: Update directories and the COSCA website to identify phone numbers for customer inquiries and complaints. Cross-reference and link with the City, District, and COSF websites.</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>10.3: Enforcement – Document violations of the COSCA Ordinances.</td>
<td>10.3: Develop a system for cataloging warnings and citations given by COSCA rangers or other law enforcement agencies that is centralized and accessible to both District- and City-based COSCA staff.</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>10.4: Dedicated Staff – Ensure that COSCA staff time is allocated solely to open space related work.</td>
<td>10.4.1: Maintain clear accounting mechanisms to document that the time allocated for each COSCA staff person in budget documents is utilized in that manner.</td>
<td>X</td>
</tr>
<tr>
<td>GUIDING PRINCIPLE</td>
<td>OBJECTIVE</td>
<td>IMPLEMENTATION ACTIONS</td>
<td>TIMEFRAME</td>
</tr>
<tr>
<td>------------------</td>
<td>-----------</td>
<td>------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>-----------</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>10.4.2:</strong> In association with the budgeting process, conduct a review of all functional staff positions to evaluate staffing levels and organizational structure, avoid staffing gaps, and assure appropriate depth in critical functions at levels comparable to similar open space agencies.</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>10.5:</strong> <strong>Identity and Image</strong> – Increase COSCA’s brand recognition visibility in the community.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>10.5.1:</strong> Seek direction from the Board of Directors on update or redesign of the COSCA logo.</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>10.5.2:</strong> Use COSCA logo on open space signs, facilities, ranger uniforms, and equipment for the public to recognize COSCA programs and personnel as the stewards and managers of open space resources in the Conejo Valley.</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>10.5.3:</strong> Update the COSCA website to include the Mission, Vision, and Guiding Principles of the organization.</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>10.5.4:</strong> Utilize the public relations and marketing expertise of both JPA agencies to improve the public awareness of access to open space and their outdoor recreation opportunities</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>10.5.5:</strong> Evaluate the feasibility of providing resources for volunteer coordination and increased outreach to community organizations, schools, healthcare providers and others to support the priorities of the Strategic Plan.</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>10.6:</strong> <strong>Communications within the JPA</strong> – Facilitate communications between JPA staff, managers and the Board.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>10.6.1:</strong> Conduct monthly staff meetings of City and District COSCA staff.</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>10.6.2:</strong> Conduct quarterly inter-agency meetings of COSCA managers and administrators.</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>10.7:</strong> <strong>Training</strong> – Educate JPA staff and volunteers who will be interacting with the public.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>10.7.1:</strong> Develop public information about COSCA and include the background and purpose of the JPA and customer service standards in all COSCA training programs.</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>10.7.2:</strong> Support training and professional development opportunities for employees that include conferences, seminars and membership in professional associations.</td>
<td>Ongoing</td>
</tr>
<tr>
<td>GUIDING PRINCIPLE</td>
<td>OBJECTIVE</td>
<td>IMPLEMENTATION ACTIONS</td>
<td>TIMEFRAME</td>
</tr>
<tr>
<td>-------------------</td>
<td>-----------</td>
<td>------------------------</td>
<td>-----------</td>
</tr>
<tr>
<td>10.7.3: Provide a work environment that empowers employees, fosters shared goals and embraces the organizational values, Mission and Vision by holding an annual COSCA retreat (i.e. half-day meeting) to revisit these core principles. Include Ranger staff in this meeting.</td>
<td></td>
<td></td>
<td>Ongoing</td>
</tr>
<tr>
<td>10.8: Periodic Reviews – Periodically review the Strategic Plan, including all its components and costs, and revise as appropriate to reflect current conditions, anticipated future needs, long-term goals, and new opportunities.</td>
<td>10.8.1: Provide an annual status report on the implementation of the Strategic Plan to the COSCA Board.</td>
<td></td>
<td>Ongoing</td>
</tr>
<tr>
<td>10.8.2: Review and update the Strategic Plan objectives approximately every ten years.</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>11. Manage the Urban Edge: Recognize that public open space has many neighbors and that management involves dual responsibilities to cooperatively plan and steward resources for the mutual benefit of both the urban and natural environment.</td>
<td>11.1: Encroachments – Manage open space boundaries from access and encroachment by neighboring properties.</td>
<td>11.1.1: Send letters, every 3 years, to neighbors and homeowners associations adjacent to open space reminding them of open space rules regarding encroachments and unauthorized access points.</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>11.1.2: Proactively address new encroachments, remove existing encroachments, as feasible, and close unofficial access points.</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>11.2: Adjacent Property Owners – Involve adjacent property owners in planning for projects on nearby open space units.</td>
<td>11.2: Notify and engage adjacent property owners in the planning process for Open Space Management Plans.</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>11.3: Brush Clearance – Protect natural resources along the urban edge.</td>
<td>11.3: Develop and maintain a GIS-based Brush Clearance Management Plan in compliance with Ventura County Fire District requirements while minimizing impacts to native habitat.</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>11.4: Mutual Benefit – Incorporate programs that improve urban and natural environment.</td>
<td>11.4: Implement programs and management practices to include facilities such as mitigation banking, water quality, and environmental buffers that benefit both the urban and natural environment.</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>
Fiscal Authority

COSCA is a public entity made up of, but separate from, the City or the District. Article IX of the Joint Powers Agreement (JPA) designates that “the City Manager of the City and the General Manager of the District shall jointly act as the Chief Administrative Officer of the Agency”. All requests by COSCA for services of City and District personnel “shall be made through the Chief Administrative Officer”. While the JPA language is clear that the position of Chief Administrative Officer is a joint position, it does not address a communication and decision-making process for the City Manager and District General Manager. The effectiveness of management therefore relies on close cooperation between the City Manager and District General Manager.

Article X of the JPA sets forth fiscal controls for COSCA establishing the fiscal year of the City as the fiscal year for COSCA. Article X further designates the City’s Treasurer as the Treasurer of COSCA and the City’s Finance Director as the auditor and controller of COSCA. The Board of Directors is not involved in City or District finance or personnel matters.

Budgets and Staffing

Operating Budget

The JPA allows the City and District to combine their resources, skills and competencies to manage open space. Every two years the City and District prepare operating budgets to provide the necessary management and operation services to
COSCA. Operating expenses are shared 50/50 and are funded through the general funds of both entities.

The primary expenses in the operating budget are salaries and benefits for City and District personnel who provide service to COSCA. The District provides the field services: maintenance, patrol, resource management, and interpretation. The City provides management of the open space system and its programs, including administrative and technical support, planning, and legal assistance. The integrated budget approved for FY 2012-2013 is $1,301,306 with the estimated contribution from each agency as $650,653.

### Table 2: COSCA Operations Budget FY 2012-13

<table>
<thead>
<tr>
<th>Program Expenses</th>
<th>City</th>
<th>District</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and Benefits</td>
<td>$345,392</td>
<td>$544,864</td>
<td>$890,256</td>
</tr>
<tr>
<td>Maintenance and Supplies</td>
<td>$42,000</td>
<td>$249,050</td>
<td>$91,050</td>
</tr>
<tr>
<td>Capital Improvement</td>
<td>$60,000</td>
<td>$60,000</td>
<td>$120,000</td>
</tr>
<tr>
<td>City Payment to CRPD to equalize</td>
<td>$203,261</td>
<td>($203,261)</td>
<td>--0--</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$650,653</strong></td>
<td><strong>$650,653</strong></td>
<td><strong>$1,301,306</strong></td>
</tr>
</tbody>
</table>

COSCA’s operating expenses account for approximately 3.5% of the District’s annual General Fund budget and approximately 1% of the City’s annual General Fund budget.

### Capital Improvement Budget

COSCA capital improvement projects include land acquisition, construction and rehabilitation of trails, fences, parking areas, and related improvements. Capital projects are identified by the City or the District during the two-year budget process. The exception to this process is land acquisition, which is proposed and evaluated on a case-by-case basis as opportunities arise. A total of $120,000 is budgeted annually for capital improvement projects including the repair of improvements such as fencing and maintenance of trails, with costs shared equally between the City and the District.

The City’s Community Recreation Facilities and Open Space Acquisition and Maintenance Endowment Fund (Open Space Fund) has a balance of $1,486,000 listed in the City’s Capital Improvement Project budget for open space acquisition, with no funds allocated to specific projects at this time. In addition to interest earnings, this fund is supported by general fund contributions, bedroom tax revenue, non-resident golf fees, donations, and the Adopt-An-Oak program revenues. The COSCA Trust Fund is controlled directly by the COSCA Board. It currently has a balance of $950,000, which can be used for open space acquisition and improvements.
In February of 2011 the Thousand Oaks City Council reaffirmed ten citywide goals for 2011-2012. One of the ten goals listed is “Complete the ring of open space around the City; Protect and preserve ridgelines, natural habitat and designated open space areas”. Funding sources listed include the Open Space Fund cited above, developer funds and the General Fund.

**Open Space Revenue**

COSCA does not charge for open space access or parking, a small amount of revenue is generated from ancillary open space uses such as wireless license agreements, easements, leases, and filming. Revenue from these sources for 2011-2012 was $83,030 and was deposited in the COSCA Trust Fund.

**Staffing Structure and Staffing Levels**

The JPA allows COSCA to utilize the resources of the City and the District to provide needed services. This structure works effectively and draws on the competencies and resources of both organizations. COSCA staff is responsible for the management of approximately 12,000 acres of open space and over 140 miles of trails. As previously stated, the City Manager of the City and General Manager of the District serve jointly as Chief Administrative Officer for COSCA. Staff functions include administration, planning, property acquisition, resource management, volunteer coordination, and field services such as maintenance, patrol, and interpretation.

The agency’s structure is unique in that the employees work for different organizations with different lines of authority and varying responsibilities. A total of 11.6 full-time equivalent (FTE) positions are budgeted to COSCA, including nine full-time staff. The COSCA Manager and Associate Planner have 100% of their time allocated to COSCA, are City employees in the Community Development Department, and report directly to the City Planner/Deputy Director of the Department. The Open Space Park Rangers and Open Space Technicians are District employees allocated to COSCA at 100%. The Ranger positions report directly to the Lead Ranger under the Park Superintendent, who is responsible for all District open space and park maintenance.

**Organization**

Due to the JPA structure of COSCA, it is critical that clear lines of communication and chain of command be maintained between staff at the parent agencies to ensure consistent decision-making. Communication with public and community stakeholders must be consistent and recognize COSCA as the agency responsible for conservation.
and management of the open space and trails. Close communication internally between
the managers and employees will facilitate management and customer service to users
of the open space areas and trails.

Volunteerism and Partnerships
Volunteers play an important role in assisting COSCA staff with trail maintenance and
community outreach programs. The Conejo Open Space Trails Advisory Committee
(COSTAC) was formed in 1988 as an advisory committee to the COSCA Board. There
are 11 COSTAC members appointed by the Board.

Another key volunteer partnership for COSCA is the Conejo Open Space Foundation
(COSF), established in 1995 as a 501(c)(3) non-profit corporation. The primary
purpose of COSF is to raise funds to promote and maintain the open space and multi-
use trails of the Conejo Valley, and to educate the citizens, especially children, as to
their roles as custodians and protectors of open space and the environment. The
Foundation is supported through donors, grants, sponsors and annual membership dues.

COSCA Volunteer Corps programs include Trail Work Days, Trail Patrol, Trail Watch,
Adopt-a-Trail and Trails Education Days. In recent years, programs for Community
Outreach and Resource Stewardship have been developed. Trails Education Days,
COSCA’s largest educational outreach program, reaches about 1,500 fifth-grade
students in the Conejo Valley Unified School District each year. In fiscal year 2011-
2012, 550 volunteers donated 4,825 hours of work to
COSCA.

As the demands on the trails and open space increase, recruitment and training of additional volunteers will be
critical. As limited staff time is currently available for
volunteer coordination, a full-time volunteer
coordinator position through either of the JPA agencies or with COSF could increase
volunteer participation significantly. The position could coordinate volunteer work
projects and enable the growth of existing partnerships to expand outreach and
education programs for families and children.

COSCA works cooperatively and effectively with public and non-profit agencies to
provide public access to the open space and to communicate the benefits of outdoor
recreation and natural experiences. The long-term management and stewardship of
COSCA’s open space lands currently benefit, and will continue to benefit, from

Guiding Principle #6: Engender a cooperative spirit that engages community partners and fosters volunteerism in ongoing maintenance, outreach, environmental education, restoration, and trail-related programs.
strengthened partnerships with many additional agencies, groups, and users. A complete list of COSCA’s current and future potential partners is provided as Attachment D.

Strategies for Long-Term Sustainability

COSCA is transitioning its focus from land acquisition to land management and visitor services. Existing funding is minimal to meet COSCA’s ongoing responsibilities and public expectations, especially since the amount of land under management and visitor use have increased substantially over time. The commitment to steward, operate, and maintain open space should be viewed in the long term. Funding opportunities and realistic long-term solutions should therefore be reviewed.

Additional staffing support should be considered, particularly for the stewardship programs, such as ranger and certain interpretive services that do not overlap with those provided by CRPD’s Outdoor Unit. COSCA open space requires active management because of its proximity to the urban environment and its popularity as an outdoor recreation destination.

While much of the open space is in its natural, wild state, the land must be patrolled and in some cases restored. The open space system managed by COSCA is adjacent to over 3,100 private residential properties and is subject to unauthorized use by neighbors. There are approximately 200 miles of urban edge where neighbors may impact or encroach into the open space for a variety of reasons.

COSCA currently maintains over 140 miles of natural dirt trails and more are proposed for future construction. The open space is dynamic in nature and requires regular attention from staff. As new open space is acquired and new trails are built, it is important to ensure that staffing levels are sufficient to protect and maintain these resources.

Comparison with Other Open Space Agencies

Table 3 presents a comparison of COSCA staffing levels with five other agencies of various sizes that manage urban open space. It should be recognized that no two organizations are exactly alike. The challenges of operating and maintaining an open space system vary based on location, topography, community expectations, amenities and services provided. In comparison to other agencies, COSCA staff is responsible for
managing significantly more open space acreage and trail distance per employee. Expanded staffing could benefit COSCA in accomplishing the Implementation Actions outlined in Chapter 4.

Table 3: Agency Comparisons

<table>
<thead>
<tr>
<th>Open Space Agency</th>
<th>type of Agency</th>
<th>FTE (1)</th>
<th>Acres of open space (2)</th>
<th>Miles of trail</th>
<th>Acres of open space / employee</th>
<th>Miles of trail / employee</th>
</tr>
</thead>
<tbody>
<tr>
<td>COSCA</td>
<td>JPA</td>
<td>11.6</td>
<td>14,000</td>
<td>140</td>
<td>1,207</td>
<td>12.1</td>
</tr>
<tr>
<td>City of Monrovia</td>
<td>City Department</td>
<td>5</td>
<td>1,400</td>
<td>11</td>
<td>280</td>
<td>2.2</td>
</tr>
<tr>
<td>East Bay Regional Park District (2) (3)</td>
<td>Special District</td>
<td>705</td>
<td>112,000</td>
<td>1,200</td>
<td>158.9</td>
<td>1.7</td>
</tr>
<tr>
<td>Midpeninsula Open Space District</td>
<td>Special District</td>
<td>97</td>
<td>60,000</td>
<td>230</td>
<td>618.6</td>
<td>2.4</td>
</tr>
<tr>
<td>Marin County Open Space District (3)</td>
<td>County Department</td>
<td>71</td>
<td>16,000</td>
<td>240</td>
<td>225.4</td>
<td>3.4</td>
</tr>
<tr>
<td>Puente Hills Landfill Native Habitat Preservation Authority</td>
<td>JPA</td>
<td>7.75</td>
<td>3,860</td>
<td>25</td>
<td>498.1</td>
<td>3.2</td>
</tr>
<tr>
<td>Santa Clara County Open Space Authority (4)</td>
<td>Special District</td>
<td>17</td>
<td>15,304</td>
<td>20</td>
<td>900.2</td>
<td>1.2</td>
</tr>
<tr>
<td>Santa Clara County Parks</td>
<td>County Department</td>
<td>208</td>
<td>46,000</td>
<td>321</td>
<td>221.2</td>
<td>1.5</td>
</tr>
</tbody>
</table>

Source: 2M Associates
Notes
(1) FTE = Full Time Equivalent
(2) Includes both open space and parklands. Does not include seasonal employees.
(3) Includes both open space and parklands. Includes 40 seasonal employees assumed to be 25% time each.
(4) The majority of Authority open space lands are not open to the general public.

Funding Options

Success of the Strategic Plan depends on stable funding for the acquisition, improvement and management of the open space. Adequate financial resources must be available to fund current and future demands, and to carry out the Mission and Vision. A City Of Thousand Oaks Attitude Survey conducted by True North Research, Inc. in 2009 asked residents about City spending priorities. The survey results revealed that acquiring and preserving open space was a high or medium priority for 80% of the survey respondents. Preserving open space placed 4th on the list of priorities for those surveyed.

Table 4 summarizes a variety of financing mechanisms commonly used by public agencies for parks and open space. Some of these would require a vote of the property owners or electorate. Table 5 summarizes actions required by the governing body to enact financing. A detailed description of financing mechanisms is included in Attachment E.
This listing identifies the functions most likely to be funded and allowable by law. The City and District currently utilize several of these mechanisms effectively. The COSCA Trust Fund and the City of Thousand Oaks Open Space Fund are two funding sources for acquisition, improvement, and protection of open space areas. There are more mechanisms available to fund acquisition, development and improvement than there are for operations/maintenance and programs. State and federal grant funding for parks and open space has diminished in recent years.

This information is a starting point for discussion and evaluation by COSCA staff to decide which financing strategies, or a combination of strategies developed in partnership with allied agencies, are most appropriate. State statutes and local agency policy may dictate how an agency allocates and uses funds generated from any of these methods.

COSCA is fortunate to have a supporting foundation in COSF. Not only does this demonstrate community financial support for COSCA’s mission, but this partnership can also be strengthened to enable collaborative grant projects, capital campaign fundraising and possible endowments or legacy gifts. Corporate sponsorships could also be explored. Since COSCA brings “nature to the neighborhood” there is also great potential to link up with schools, neighborhood associations, and public health agencies to provide active experiences in nature.
### Table 4: Financing Mechanisms for Local Open Space Agencies

<table>
<thead>
<tr>
<th>Financing Mechanism</th>
<th>Acquisition</th>
<th>Improvement</th>
<th>Operations and Maintenance</th>
<th>Programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Special Property Tax</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>2 Benefit Assessment District (L&amp;L)</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>3 Mello Roos District (CFD)</td>
<td>x</td>
<td>x</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 General Obligation Bonds</td>
<td>x</td>
<td>x</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5 Revenue Bonds</td>
<td>x</td>
<td>x</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6 Certificates of Participation</td>
<td>x</td>
<td>x</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7 Short Term Debt</td>
<td>x</td>
<td>x</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8 Development Agreements</td>
<td>x</td>
<td>x</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9 Mitigation Land Banking</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10 Sales Tax</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>11 Transient Occupancy Tax (TOT)</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>12 Real Estate Transfer Tax</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13 User Fees/Surcharges</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>14 Property Leases</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>15 Sponsorship</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>16 Gifts and Donations</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>17 Legacies and Memorials</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>18 Tax Credit Act 2000</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>19 Public / Private Partnerships (Concessions)</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>20 Franchise Fees (Wi Fi, Cell)</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>21 Public / Non-Profit Partnership</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>22 State and Federal Grants</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>23 Foundation Grants</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>24 Corporate Giving</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>25 Affinity Cards</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>26 Retail Sales Donations</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
</tbody>
</table>
Table 5: Summary of Governing Body Action Required

<table>
<thead>
<tr>
<th>No.</th>
<th>Financing Mechanism</th>
<th>Requires a Vote of Property Owners or Electorate</th>
<th>Requires Action by the Governing Body</th>
<th>Requires cooperation of other Public Agencies or Private Parties</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Special Property Tax</td>
<td>x 2/3 vote</td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Benefit Assessment District (L&amp;L)</td>
<td>X 51% vote</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Mello Roos District (CFD)</td>
<td>X 2/3 vote</td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>General Obligation Bonds</td>
<td>X vote req. varies*</td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Revenue Bonds</td>
<td></td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Certificates of Participation</td>
<td></td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Short Term Debt</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Development Agreements</td>
<td>x</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Mitigation Land Banking</td>
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<td>Real Estate Transfer Tax</td>
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<td>Gifts and Donations</td>
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<td>Public Agency Joint Development/Use</td>
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<td>Public / Private Partnerships (Concessions)</td>
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<td>Franchise Fees (Wi Fi, Cell)</td>
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<td>Public / Non-Profit Partnership</td>
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<td>Foundation Grants</td>
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<td>Retails Sales Donation</td>
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* If a bond or tax is general support for an agency a simple majority may be all that is needed. If the bond of tax is specified for specific purpose, a 2/3 vote is required.
ACKNOWLEDGEMENTS

Attendees and Correspondents from General Public
The forty-seven attendees, correspondents, or participants in the on-line survey from the general public.

COSCA Board of Directors
- Rorie Skei, Chair (Public Representative)
- Joe Gibson, Director (Conejo Recreation and Park District, Board of Directors)
- Claudia Bill-de la Peña, Director (City of Thousand Oaks, City Council)
- Andrew Fox, Director (City of Thousand Oaks, City Council)
- Mark Jacobsen, Former Director (Conejo Recreation and Park District, Board of Directors)
- Ed Jones, Director (Conejo Recreation and Park District, Board of Directors)

COSCA Staff
- Kristin Foord, COSCA Manager
- Shelly Austin, COSCA Associate Planner

COSCA Rangers
- Bruce Pace, Lead Ranger
- Kevin Smith, Park Ranger II
- Jane Fawke, Park Ranger II
- Randy Nelson, Park Ranger I
- Kari Tam, Park Ranger I

City of Thousand Oaks Staff
- Scott Mitnick, City Manager
- John Prescott, Community Development Department Director
- Mark Towne, Community Development Department Deputy Director
- Rick Burgess, Senior Planner/Environmental Planner
- Amy Albano, Former City Attorney/COSCA Attorney
- Tracy Noonan, City Attorney/COSCA Attorney
- Patrick Hehir, Former Assistant City Attorney/COSCA Attorney
- Charmaine Jackson, Assistant City Attorney/COSCA Attorney
- Mark Watkins, Former Assistant City Manager
Conejo Recreation and Park District
• Jim Friedl, General Manager
• Matt Kouba, Park Superintendent
• Tex Ward, General Manager Emeritus

Conejo Open Space Foundation:
• Julie Osborn-Gourley, President
• Elayne Haggan, Vice-President
• Burt Elliott, Boardmember

Conejo Open Space Trails Advisory Committee Members (group interview):
• Dennis Anderson (hiker)
• Steve Bacharach (bicyclist / runner)
• Ginny Bowers (equestrian)
• Jack Dwyer (bicyclist)
• Mark Langton (bicyclist)
• Paul Smith (hiker)
• Nancy Taylor (equestrian, former member)

Consultants
• Patrick T. Miller, Partner, 2M Associates
• Jane E. Miller, Partner, 2M Associates
• Barbara Harison, Harison & Associates
BIBLIOGRAPHY


County of Marin. 2012-2013 Budget.


RESOLUTION NO. 77-383

A RESOLUTION OF THE CITY OF THOUSAND OAKS
APPROVING A JOINT EXERCISE OF POWERS AGREEMENT BETWEEN THE CITY OF THOUSAND OAKS AND THE CONEJO RECREATION AND PARK DISTRICT FORMING THE CONEJO OPEN SPACE CONSERVATION AGENCY

WHEREAS, the Conejo Valley, including the jurisdictional boundaries of the City of Thousand Oaks, has a unique topography characterized by scenic rolling hills and splendid canyons, all of which contain great natural scenic beauty and whose existing openness and natural condition, if retained, will enhance the present and potential value of abutting or surrounding urban development and will maintain or enhance the conservation of natural and scenic resources for the people of the Conejo Valley; and

WHEREAS, the City of Thousand Oaks and the Conejo Recreation and Park District have found and determined that it would be to their mutual advantage and the public benefit to coordinate their power, authority and expertise in (1) the development of a jurisdictional land management framework for the conservation of natural open space land areas; (2) assuring coordination of local land use and resource management decisions relating to open space land areas; and (3) establishing an entity to focus community resources towards achievement of adopted general plan goals pertaining to open space and natural resources; and

WHEREAS, Title 1, Division 7, Chapter 12, of the California Government Code empowers the City to acquire, maintain and conserve open spaces and land areas for public use and enjoyment and Chapter 4, Division 5 of the Public Resources Code empowers the District to cooperate with the City in carrying out its functions and purposes, including the management of land resources, parks and natural open space; and

WHEREAS, Chapter 5 of Division 7 of Title 1 of the California Government Code provides for the execution and use of joint exercise of powers agreements between public entities such as the City and the District for the purpose of creating a separate public entity to perform the purposes and functions set forth in the preceding paragraphs; and
WHEREAS, both City and District find and determine that it would be to their mutual advantage and the public benefit to enter into a Joint Powers Agreement for the formation of the Conejo Open Space Conservation Agency.

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Thousand Oaks hereby approves the Joint Powers Agreement for the formation of the Conejo Open Space Conservation Agency, consisting of fourteen (14) pages, the terms of which are completely set forth in Exhibit A attached to this resolution; and

BE IT FURTHER RESOLVED that the City Council of the City of Thousand Oaks hereby authorizes and directs the Mayor to execute said Agreement, and the City Clerk to attest said Agreement and to perform all other acts as are necessary and proper therewith under the laws of this state; and

BE IT FURTHER RESOLVED that the effective date of said Agreement shall be November 1, 1977; and

BE IT FURTHER RESOLVED that the City Council hereby makes the following initial appointments to the Governing Board of the Conejo Open Space Conservation Agency:

Councilmember Schur (two year term)
Councilmember Prince (four year term)

PASSED AND ADOPTED this 18th day of October, 1977.

ATTEST:

Velma S. Quinn, City Clerk
City of Thousand Oaks, California

APPROVED AS TO FORM:

James Longtin, City Attorney
APPROVED AS TO ADMINISTRATION:

Glenn Kendall, City Manager
CONCEJO OPEN SPACE CONSERVATION AGENCY
JOINT POWERS AGREEMENT

THIS AGREEMENT, made and entered into this __th__ day of
October __, 1977, by and between the City of Thousand Oaks, a
municipal corporation (hereinafter called "CITY"), and the Conejo Recreation
and Park District, a duly constituted Recreation and Park District and body
Corporate and politic of the State of California (hereinafter called "DISTRICT");

WITNESSETH:

WHEREAS, each of the parties to this Agreement is a "public agency"
as that term is defined in California Government Code, Section 6500; and

WHEREAS, CITY has the power, authority and expertise to regulate
the use of land, including open space, by various controls such as planning,
zoning, building, subdivision, and environmental regulations; and

WHEREAS, CITY, pursuant to Title 1, Division 7, Chapter 12, of the
California Government Code has the authority to acquire, maintain and conserve
open spaces and land areas for public use and enjoyment, and DISTRICT,
pursuant to Chapter 4, Division 5 of the Public Resources Code of the State
of California, has the authority to cooperate with CITY in carrying out its
functions and purposes, including the management of land resources, parks
and natural open space; and

WHEREAS, pursuant to Title 1, Division 7, Chapter 5, of the Govern-
ment Code of the State of California, commonly known as the Joint Exercise
of Powers Act, two or more public agencies may by Agreement jointly
exercise any power common to the contracting parties; and
WHEREAS, the Conejo Valley, including the jurisdictional boundaries of the City of Thousand Oaks, has a unique topography characterized by scenic rolling hills and splendid canyons, all of which contain great natural scenic beauty and whose existing openness and natural condition will maintain or enhance the conservation of natural and scenic resources for the people of the Conejo Valley; and

WHEREAS, CITY and DISTRICT find and determine that it would be to their mutual advantage and the public benefit to coordinate their power, authority and expertise in (1) the development of a jurisdictional land management framework for the conservation of natural open space land areas; (2) assuring coordination of local land use and resource management decisions relating to open space land areas; and (3) establishing an entity to focus community resources towards achievement of adopted general plan goals pertaining to open space and natural resources; and

WHEREAS, the parties desire, by means of this Agreement, to establish an organization and procedure for such coordination and operation and to provide for the general direction of such organization's policies, powers and procedures.

NOW, THEREFORE, THE PARTIES HERETO AGREE AS FOLLOWS:

ARTICLE I
DEFINITIONS

Unless the context otherwise requires, the terms defined in this Article I, shall, for all purposes of this Agreement, have the meanings herein specified.
Agency. The term "Agency" shall mean the Conejo Open Space Conservation Agency created by this Agreement.

Board. The term "Board" shall mean the governing board of the Agency.

City. The term "City" shall mean the City of Thousand Oaks, a general law city and municipal corporation, duly organized and existing under the laws of the State of California.

District. The term "District" shall mean the Conejo Recreation and Park District, a duly constituted Recreation and Park District and body corporate and politic, existing under the laws of the State of California.

Open Space. The term "Open Space" shall mean any physical, geographical space or area, determined by the Agency to be characterized by (1) great natural scenic beauty or (2) whose existing openness, natural condition, or present state of use, if retained, would maintain or enhance the conservation of natural or scenic resources.

ARTICLE II
PURPOSE

It is the purpose of this Agreement to establish, pursuant to the Joint Exercise of Powers Act, an agency to be known as the "Conejo Open Space Conservation Agency" for and with the purpose of (1) acquiring, controlling, managing, conserving, and preserving open space; and (2) coordinating planning efforts and land use policies for such open space.
ARTICLE III
CREATION OF AGENCY

There is hereby created, pursuant to the Joint Exercise of Powers Act, a public entity to be known as "Conejo Open Space Conservation Agency". That agency shall be a public entity separate and apart from the CITY and DISTRICT.

ARTICLE IV
TERM

This Agreement shall become effective as of the date hereof and shall continue in full force and effect until rescinded or terminated by either party by giving one hundred and eighty (180) days advance written notice, to the other party, of such intent to rescind or terminate this Agreement. In the event said Agreement is rescinded or terminated as hereinabove set forth, the disposition, division, or distribution of any property acquired as a result of this Joint Exercise of Powers, together with any surplus money on hand, shall be returned to the parties in proportion to the contributions made, or in any other equitable manner as agreed upon by the parties.

ARTICLE V
POWERS AND FUNCTIONS

The Agency shall have any and all powers authorized by law to the parties hereto, and separately to the Agency herein created, relating to the acquisition, regulation, management, preservation and disposition of open space real property. Such power shall include the common power specified in this Agreement and may be exercised in the manner and according to the method provided in this Agreement. All powers common to the parties are
specified as powers of the Agency. The Agency is hereby authorized to do all acts necessary for the exercise of such powers, including, but not limited to, any or all of the following:

To make and enter contracts, to employ agents and employees, to acquire, construct, manage or operate any land, building, works or improvements, to acquire, hold or dispose of property wherever located; to incur debts, liabilities or obligations; to receive gifts, contributions, and donations of property, funds, services and other forms of assistance from persons, firms, corporations and any governmental entity; and to sue and be sued in its own name; and generally to do any and all things necessary or convenient in furtherance of the purposes of this Agreement.

Such power is subject only to the restrictions upon the manner of exercising the power as are imposed upon the CITY in the exercise of similar powers, as provided in, and for the purposes of, California Government Code, Section 6509.

In addition to the foregoing powers, Agency shall act in an advisory capacity to the governing boards of CITY and DISTRICT relative to the acquisition, management and preservation of open space, including the function to:

(a) Review and make recommendations relative to the land use planning for open space areas;

(b) Review and recommend policies and procedures to mitigate detrimental environmental impacts on open space lands;
(c) Review and establish ways and means for broad based community participation in decisions pertaining to open space policies, plans and resource management; and

(c) Review and make recommendations relative to existing general plans, zoning, subdivision plans and proposed development adjacent to or having the potential of affecting open space and the resource management thereof.

ARTICLE VI
GOVERNING BOARD

The Agency shall be administered by the Board which shall consist of five (5) members to be appointed as follows: Two (2) members of the Board shall be members of and be appointed by the City Council of the City; two (2) members of the Board shall be members of and appointed by the governing board of the DISTRICT; and one (1) member of the Board shall be a private citizen, resident of the City, and shall be nominated by the above four (4) members of the Board and appointed by mutual agreement of the legislative bodies of CITY and DISTRICT.

Members of the Board shall serve without compensation for a four (4) year term; provided, however, initial appointments shall be for a staggered period to assure continuity, as follows: City shall appoint one (1) of its initial members for a two (2) year term and one (1) of its initial members for a four (4) year term. DISTRICT shall appoint one (1) of its initial members for a two (2) year term and one (1) of its initial members for a four (4) year term. The initial term of the private citizen, duly appointed by CITY and DISTRICT, shall be for a two (2) year term. The private citizen member shall serve no more than two consecutive terms. The initial term for all members shall be deemed to commence on the execution date of this Agreement. Members of
the Board shall serve at the pleasure of the appointing body and until their respective successors are appointed and qualified.

ARTICLE VII

MEETINGS OF BOARD

(a) Regular Meetings. The Board shall hold at least four regular meetings each year. The date upon which, and the hour and place at which, each such regular meeting shall be held shall be fixed by resolution of the Board.

(b) Special Meetings. Special meetings of the Board may be called in accordance with the provisions of Section 54955 of the Government Code of the State of California.

(c) Legal Notice. All meetings of the Board shall be held subject to the provisions of the laws of the State of California with respect to meetings of public bodies, to wit: Sections 54950 et seq. of the Government Code of the State of California, commonly called the "Brown Act".

(d) Minutes. The Secretary of the Agency shall cause minutes of all meetings of the Board to be kept and shall, as soon as possible after each meeting, cause a copy of the minutes to be forwarded to each member of the Board and to the CITY and the DISTRICT.

(e) Rules of Procedure. The Board shall have the authority to establish its own rules of procedure for the conduct of meetings and the trans- action of business, by adoption of resolution of the Board. In the absence of the adoption of such a resolution, the rules of procedure for the conduct of City Council meetings, as adopted and amended from time to time by CITY, shall constitute the rules of procedure of Board, to the extent such rules of procedure are reasonably feasible and adaptable to meetings of the Board.
ARTICLE VIII
OFFICERS

The Board shall elect its own Chairman for the first year of its operation and thereafter said Board shall elect its Chairman annually. The Board shall elect a Vice-Chairman in the same manner. The Board shall appoint a Secretary, who may, but need not, be a member of the Board. The Treasurer of the CITY shall be the duly appointed and acting Treasurer of the Agency. The City Attorney of CITY shall be the duly appointed and acting attorney for the Agency.

ARTICLE IX
ADMINISTRATIVE STAFF

The Agency may request from CITY and/or DISTRICT the services of CITY or DISTRICT personnel to serve the Agency ex officio as may be necessary to carry out the purposes of this Agreement and shall have the power, with prior budgetary approval of CITY and DISTRICT, to employ professional and technical assistance to carry out the purposes of this Agreement. The City Manager of CITY and General Manager of DISTRICT shall jointly act as the Chief Administrative Officer of the Agency. All requests by the Agency for services of CITY or DISTRICT personnel shall be made through the Chief Administrative Officer.

ARTICLE X
FISCAL CONTROLS

The fiscal year of the Agency shall be the fiscal year of the CITY, as established from time to time by the CITY, being at the date of this Agreement the period from July 1 of each year to and including the following June 30. CITY and DISTRICT are hereby authorized to make payments and contributions of public funds from the treasuries of the respective parties for the payment
of expenditures for purposes set forth in this Agreement. Advances of public funds may be made for such purposes, such advances to be repaid in accordance with Agreement of CITY, DISTRICT and Agency. Personnel, equipment or property of DISTRICT or CITY may be used in lieu of contributions or advances.

The Agency shall be strictly accountable for all funds, receipts and disbursements. Agency shall prepare an annual budget, in form approved by CITY and DISTRICT, which budget shall be submitted to CITY and DISTRICT for approval, in the time and manner as specified by CITY and DISTRICT. No public funds shall be transmitted to or disbursed by Agency without prior approval of the adopted budget of Agency by CITY and DISTRICT, and all receipts and disbursements shall be in strict conformance with such adopted and approved budget.

The Treasurer of CITY shall act as Treasurer of Agency and shall be the depositary and have custody of all the money of the Agency from whatever source. The Treasurer so designated shall:

(a) Receive and receipt for all money of the Agency and place it in the treasury of CITY to the credit of the Agency;

(b) Be responsible upon his official bond for the safekeeping and disbursement of all Agency money so held by him;

(c) Pay, when due, out of money of the Agency so held by him, all sums payable on outstanding bonds and coupons of the Agency;

(d) Pay any other sums due from the Agency from Agency money, or any portion thereof, only upon warrants of the public officer performing the functions of auditor or controller who has been designated by the Agreement;
(e) Verify and report in writing on the first day of July, October, January, and April of each year to the Agency and to the CITY and DISTRICT the amount of money he holds for the Agency, the amount of receipts since his last report, and the amount paid out since his last report.

The Finance Director of CITY shall perform the functions of auditor or controller of Agency. He shall either make or contract with a certified public accountant or public accountant to make an annual audit of the accounts and records of the Agency. In each case the minimum requirements of the audit shall be those prescribed by the State Controller for special districts under Section 26909 of the Government Code and shall conform to generally accepted auditing standards. Where an audit of an account and records is made by a certified public accountant or public accountant, a report thereof shall be filed as public records with the CITY and DISTRICT and also with the County Auditor of the County of Ventura. Such report shall be filed within twelve months of the end of the fiscal year under examination. Any costs of the audit, including contracts with, or employment of, certified public accountants or public accountants, in making an audit pursuant to this Agreement shall be borne by the Agency and shall be a charge against any unencumbered funds of the Agency available for the purpose. The Auditor or Controller shall draw warrants to pay demands against the Agency when the demands have been approved by the governing board of the Agency. CITY and DISTRICT shall determine the charges to be made against the Agency for the services of the Treasurer and Auditor.

The Treasurer and Auditor shall file an official bond in amount to be fixed by CITY and DISTRICT.
The Agency shall have the power to invest any money in the treasury of Agency that is not required for the immediate necessities of the Agency, as the Agency determines is advisable, in the same manner and upon the same conditions as local agencies pursuant to Section 53601 of the Government Code.

ARTICLE XI
OBLIGATIONS AND LIABILITY OF AGENCY

Pursuant to Section 8508.1 of the Government Code of the State of California, no debts, liabilities or obligations of the Agency shall be the debts, liabilities or obligations of the CITY or the DISTRICT, or either of them.

Neither DISTRICT nor any officer or employee thereof shall be responsible for any damage or liability occurring by reason of anything done or omitted to be done by CITY under or in its connection with any work, authority or jurisdiction delegated to CITY under this Agreement. It is also understood and agreed that, pursuant to Government Code Section 895.4, CITY shall fully indemnify, defend and hold DISTRICT harmless from any liability imposed for injury (as defined by Government Code Section 810.8), occurring by reason of anything done or omitted to be done by CITY under or in connection with any work, authority or jurisdiction delegated to CITY under this Agreement.

Neither CITY nor any officer or employee thereof shall be responsible for any damage or liability occurring by reason of anything done or omitted to be done by DISTRICT under or in its connection with any work, authority or jurisdiction delegated to DISTRICT under this Agreement. It is also understood and agreed that, pursuant to Government Code Section 895.4, DISTRICT shall fully indemnify, defend and hold CITY harmless from any liability imposed for injury (as defined by Government Code Section 810.8), occurring by reason
of anything done or omitted to be done by DISTRICT under or in connection with any work, authority or jurisdiction delegated to DISTRICT under this Agreement.

Agency may maintain such public liability and other insurance as in its discretion is deemed appropriate and to the extent the cost of premiums thereof is budgetarily approved by CITY and DISTRICT.

ARTICLE XII
GENERAL PROVISIONS

1. All of the privileges and immunities from liabilities, exemptions from laws, ordinances and rules, all pension, relief, disability, workmen's compensation, and other benefits which apply to the activity of officers, agents or employees of any such public agency when performing their respective functions within the territorial limits of their respective public agencies, shall apply to them in the same degree and extent while engaged in the performance of any of their functions or duties extraterritorially under the provisions of Article 1 of Chapter 5, Division 7 of Title 1 of the Government Code of the State of California and as provided by law.

2. It is hereby declared to be the intention of the signatories to this Agreement that the paragraphs, sentences, clauses and phrases of this Agreement are severable, and if any phrase, clause, sentence, paragraph or article of this Agreement shall be declared unconstitutional or invalid for any reason by the valid judgment or decree of a Court of competent jurisdiction, such unconstitutionality or invalidity shall not affect any of the remaining paragraphs, clauses, phrases, sentences and articles of this Agreement.
3. All notices required or given pursuant to this Agreement shall be deemed properly served when deposited, postage prepaid, in the United States mail, addressed to the designated offices of CITY or DISTRICT as the case may be.

4. This Agreement shall be binding upon and shall inure to the benefit of the successors of the parties.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement as of the day, month, and year herein first above written.

THE CITY OF THOUSAND OAKS, CALIFORNIA

By

[Signature]

Alex T. Flore, Mayor

ATTEST:

[Signature]

Velma S. Quinn, City Clerk

APPROVED AS TO ADMINISTRATION:

[Signature]

Glenn Kendall, City Manager

APPROVED AS TO FORM:

[Signature]

James Longin, City Attorney

Approved by the City Council 10-18-77
CONEJO RECREATION AND PARK DISTRICT

By Richard J. Lacey, Chairman

ATTEST:

Tex Ward, General Manager and Secretary to the Board of Directors

APPROVED AS TO FORM:

C. B. Henrichsen, Attorney for Conejo Recreation and Park District
ARTICLE VI
GOVERNING BOARD
(as amended January 7, 1980)

The Agency shall be administered by the Board which shall consist of five (5) members to be appointed as follows: Two (2) members of the Board shall be members of and be appointed by the City Council of the City; two (2) members of the Board shall be of and appointed by the governing board of the DISTRICT; and one (1) member of the board shall be a private citizen, resident of the City, and shall be nominated by the above four (4) members of the Board and appointed by mutual agreement of the legislative bodies of CITY and DISTRICT.

Members of the Board shall serve without compensation for a four (4) year term; provided, however, initial appointments shall be for a staggered period to assure continuity, as follows: City shall appoint one (1) of its initial members for a two (2) year term and one (1) of its initial members for a four (4) year term. DISTRICT shall appoint one (1) of its initial members for a two (2) year term and one (1) of its initial members for a four (4) year term. The initial term of the private citizen, duly appointed by CITY and DISTRICT, shall be for a two (2) year term. The private citizen member shall serve no more than two consecutive terms. The initial term for members of the Board shall be extended to correspond to the terms of office of CITY and DISTRICT members as follows:

Two (2) year term of CITY member, May 1, 1980.
Four (4) year term of CITY member, May 1, 1982.
Two (2) year term of DISTRICT member, December 1, 1979.
Four (4) year term of DISTRICT member, December 1, 1981.
Two (2) year term of private citizen, July 1, 1980.

Members of the Board shall serve at the pleasure of the appointing body and until their respective successors are appointed and qualified.
WHEREAS, the Conejo valley, including the jurisdictional boundaries of the City of Thousand Oaks and the Conejo Recreation and Park District has a unique topography characterized by scenic rolling hills and splendid canyons, all of which contain great natural scenic beauty and whose existing openness and natural condition will maintain or enhance the conservation of natural and scenic resources for the people of the Conejo Valley; and...
ARTICLE VI
GOVERNING BOARD
(as amended June 8, 1995)

The Agency shall be administered by the Board which shall consist of five (5) members to be appointed as follows: Two (2) members of the Board shall be members of and be appointed by the City Council of the City; two (2) members of the Board shall be of and appointed by the governing board of the DISTRICT; and one (1) member of the board shall be a private citizen, resident of the City or residing within the jurisdictional boundary of the DISTRICT, and shall be appointed by mutual agreement of the legislative bodies of CITY and DISTRICT.

Members of the Board shall serve without compensation for a four (4) year term; provided, however, initial appointments shall be for a staggered period to assure continuity, as follows: City shall appoint one (1) of its initial members for a two (2) year term and one (1) of its initial members for a four (4) year term. DISTRICT shall appoint one (1) of its initial members for a two (2) year term and one (1) of its initial members for a four (4) year term. The initial term of the private citizen, duly appointed by CITY and DISTRICT, shall be for a two (2) year term. The private citizen member shall serve no more than two consecutive terms. The initial term for members of the Board shall be extended to correspond to the terms of office of CITY and DISTRICT members as follows: Two (2) year term of CITY member, May 1, 1980. Four (4) year term of CITY member, May 1, 1982. Two (2) year term of DISTRICT member, December 1, 1979. Four (4) year term of DISTRICT member, December 1, 1981. Two (2) year term of private citizen, July 1, 1980.

Members of the Board shall serve at the pleasure of the appointing body and until their respective successors are appointed and qualified.
CONEJO OPEN SPACE CONSERVATION AGENCY

MANAGEMENT POLICIES AND GUIDELINES

Adopted:
May 1989

Last Amended:
May 2009

JOINT POWERS AUTHORITY:

City of Thousand Oaks
and
Conejo Recreation and Park District
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CONEJO OPEN SPACE CONSERVATION AGENCY

MANAGEMENT POLICIES AND GUIDELINES

Introduction

The following policies and guidelines have been adopted by the Conejo Open Space Conservation Agency (COSCA) Board of Directors and are intended to inform the public of the nature of the Agency's goals and objectives. This document is also intended to provide general direction to administrative staff and field personnel regarding the management of open space under COSCA's jurisdiction.

I. GOALS AND OBJECTIVES

COSCA'S primary responsibility is to manage open space so as to preserve its natural characteristics while providing opportunities for passive recreational enjoyment of the diverse vegetation, wildlife and cultural resources it contains. Equally important is policy to administer these lands in a cooperative manner in order to augment the conservation efforts of adjoining City, County, State and Federal jurisdictions. This includes, but is not solely limited to, actions in support of preservation and protection of the following resources or uses:

- Existing or proposed parklands, recreation areas and other designated open space lands.

- Scenic highway corridors and greenbelt systems, flanking the Conejo Valley or COSCA open space.

- Regional trail systems or easements that provide public access to adjacent open space or parklands.

- Scenic protection zones containing natural watershed and vegetation components (Lake Sherwood and Hidden Valley Area).

- Plant and animal communities, habitats or species which are considered to be either unique, rare, endangered or threatened in any manner.

- Historic structures, places, archaeological sites or Native American cultural activities.
II. CONSERVATION POLICIES

Natural open space areas shall be managed by COSCA so as to be affected primarily by the forces of nature, with the imprint of human modifications or presence substantially unnoticeable in order to preserve and protect any ecologic, geologic, scenic, historic, cultural, scientific or educational values which the area may contain. These actions shall include but not be solely limited to the following:

- Fostering a natural distribution of native plant and animal species throughout the open space system by ensuring that suitable habitat conditions are maintained and that existing ecological processes continue to function naturally.

- Taking appropriate action necessary to minimize adverse impacts associated with human disturbance or the introduction of exotic non-native plants and animals in order to prevent the displacement, loss or extinction of naturally occurring species.

- Allowing fire, insect activity, non-pathogenic disease and decay to play a natural role in the open space ecosystem. Exceptions to this specific policy include conditions which pose a threat to human life, private property or natural resources of high value or limited distribution, or where the resultant change would create an undesirable or adverse long-term effect on adjacent non-open space lands.

- Preserving watershed vegetation, soils and drainage courses in as natural condition as possible in order to maintain water quality and allow associated hydrologic processes previously altered by human influences to become re-established wherever they do not pose a significant hazard or nuisance to the public or downstream property.

- Linking isolated open space parcels and acquiring natural undeveloped lands containing significant topographic, plant and animal resources. Where feasible, purchase programs and cooperative land use agreement strategies shall be implemented in order to complete the "ring" concept of open space surrounding the Conejo Valley as envisioned by the Thousand Oaks General Plan.
III. IMPLEMENTATION GUIDELINES

In order to successfully implement these policies and guidelines, COSCA recognizes the need to develop a broad base of community support that extends to adjacent City and County, State and Federal levels as well. To this end, the Board of Directors shall endeavor to:

- Encourage both public and private sector participation in the open space planning, management and decision-making process.

- Promote the understanding of open space problems and solutions through educational and interpretive programs.

- Obtain legislative and public support to fund necessary open space acquisition programs and initiate cooperative land use agreements.

- Manage open space lands in a manner that maintains a high quality visitor experience in keeping with preservation of the natural character and openness of the Valley and surrounding Santa Monica Mountains.

- Enforce open space rules and regulations as well as other municipal codes and ordinances, state and federal laws and statutes pertaining to the conservation and protection of natural resources.
IV. OPEN SPACE MANAGEMENT PLANS

Where deemed appropriate, a management plan shall be prepared for each open space area administered by COSCA. The plan should be tailored to local conditions including the environmental setting, established patterns of use, and resource sensitivity. The plan should also describe the means by which COSCA open space policies are to be implemented as well as the specific activity objectives prescribed for the area. These plans should also be updated periodically to reflect changes in conditions and use.

The concept of stratification or "zoning" between, or within, individual open space areas should also be considered as a means of achieving management objectives or providing different experiences and opportunities. For example, it may be desirable to manage a portion of a very large area for protection of plant and animal species. In other more sensitive locations, managers may want to designate different zones of open space experience, ranging from high concentrations of use to more natural, pristine areas, which contain no trails or improvements at all. Acceptable practices to accomplish these goals include, but are not solely limited to:

- Sensitive design and placement of trailheads, access roads and parking areas in order to prevent congestion and resource degradation.

- Identification of needed or desirable public access improvements to lightly utilized or tributary open space areas.

- Providing guided field trips in open space areas containing rare or endangered species or habitats.

- Requiring permits, registration, or prearranged permission to use open space areas containing sensitive resources.

- Total or partial closure of degraded wildlife and plant habitats including the removal of existing access roads or trails.

- Limiting the number of visitors and periods of access.

Conservation of Natural Resources

Conservation of natural resources shall be the dominant theme in all management decisions where a choice must be made between preservation of the natural environment and visitor use. The highest priority among various kinds of use will be accorded activities which (1) are most dependent upon maintaining a natural open space experience and cannot be reasonably accommodated outside of that environment, and (2) have the least adverse effect upon the viability of existing biological and cultural resources. Consideration shall also be given to the ability of natural ecosystems to sustain visitor use, since carrying capacity or sensitivity to disturbance may vary widely between geographic areas. The Open Space Management
Plan shall in turn describe the level of use and measures needed to protect these intrinsic values.

Public Participation

Public involvement is desirable and should be encouraged in the preparation of each Open Space Management Plan. Several public meetings or workshops open to the general public should be held. Issues, questions and concerns raised by the public should in turn be addressed in the development of the Open Space Management Plan. Upon completion of a draft report, these management proposals and recommendations shall receive final approval of the Board of Directors. Depending on the scope of the project, additional review under the provisions of the California Environmental Quality Act (CEQA) may also be required.

Visitor Facilities

Visitor facilities and improvements such as signs, trails, bridges, and campsites should be provided for the protection of natural resources as well as to ensure the health and safety of the public. All such improvements should be confined to specific activity areas which are intended to support visitor use and constructed in a manner that minimizes any physical impact to adjacent open space resources. The need for such facilities shall be identified in the Open Space Management Plan. Permanent structures shall also be designed to harmonize and blend with the natural environment.

Habitat Enhancement and Restoration Programs

Conservation related activities involving the selective restoration and enhancement of plant and animal habitats should be pursued in an effort to restore damaged or impacted open space resources where determined to be beneficial. Specific actions that may be identified by the Open Space Management Plan should include, but not be solely limited to:

Acquisition of land containing sensitive, unique, rare or endangered plant and animal habitats in order to augment the diversity of existing open space resources.

Biological surveys of newly acquired or existing open space in order to prepare species lists of plant and animal communities as well as to evaluate general habitat conditions.

Identification of surface water sources, nesting and breeding site locations, wildlife movement corridors and foraging areas in order to develop planning and resource management strategies.
Installation of drinking stations or construction of permanent impoundments for wildlife in open space areas where lack of water is determined to be a limiting factor in species diversity or population size.

Control of off-road vehicle activities, illegal hunting or dumping of trash, in order to avoid or minimize adverse impacts to plant and animal resources.

Recontouring and revegetating highly disturbed landform features with native groundcovers, shrubs and trees in order to stabilize and restore abandoned access roads and trails, grading scars, geologic trenches, eroded soils, etc.

**Trail Improvements**

Wherever feasible, trails should be constructed in a manner that can accommodate hikers, joggers, equestrians, bicyclists as well as handicapped persons, but still preserve open space values and natural resources. In order to minimize vegetation removal and topographic impacts, trail alignments should follow existing paths and natural landform contours as much as possible. Trailheads should also be selected to provide varied scenic experiences and degrees of difficulty. In order to meet these objectives, existing trails may have to be expanded, relocated, restored or closed to certain types of uses.

Fencing and barrier materials should also be designed to harmonize with natural landscape features and utilized to direct entry into open space at specific entry points, control off-road vehicle access, and provide safe separation of visitors and horses from hazards.

Bridges should be designed and constructed to harmonize with the environment and be the minimum size and structural integrity in order to allow unrestricted public use. Bridges shall only be provided when no alternate route is available and the trail crossing cannot be negotiated safely, or where less formal crossing devices tend to be damaged or washed out during periods of high runoff.

Hitchracks or other improvements to facilitate equestrian use shall be utilized to prevent resource damage. These structures shall be located away from camping areas and focal points of interest so as not to obstruct access or cause a nuisance or hazard when in use.

**Signs**

A minimum of signs shall be installed in order to control and direct visitor uses along with trail maps, route descriptions, brochures, etc. Signs should only be provided for visitor information, safety and resource protection. They should range in size and complexity from small, simple arrow directional posts at trail junctions, to regulatory signs posting open space rules as well as signs denoting resource features and points of interest. To protect the natural scenic quality of natural open space areas, visitor information kiosks and signs should utilize natural, earthtone colors and building
materials. The preferred location of such facilities should be at trailheads or the main entrance to open space.

Campsites

Overnight camping and fires are allowed only in designated areas and shall be utilized by permit only.

Campsites or camping areas should be located sufficiently distant from surface water resources and other natural scenic features to allow appropriate use without degradation of water quality or focal point of interest.

Trash collection facilities shall not be provided in interior open space areas in order to encourage a "pack-it-in, pack-it-out" practice by visitors.

Temporary Structures

Temporary structures which are intended to serve the community at large, or are necessary for special events or activities may be constructed within open space areas providing the proposed design, location and use is compatible with COSCA policies and guidelines and receives approval by the Board of Directors and other agencies having permit authority over such projects. Structures which are not considered necessary for either management or maintenance purposes and have no historic value should be removed.

Emergency Facilities

The following emergency facilities shall be conditionally allowed and managed within open space areas under COSCA's jurisdiction: emergency access roads, fire breaks, fuel modification zones and helipads. Maintenance of these facilities should in turn be coordinated on a regular basis with the Fire Protection District and management personnel in order to minimize potential impacts to natural landscape features, as well as sensitive biological and cultural resources.

Historic Landmarks and Features

A survey of all historic landmarks shall be undertaken in order to determine the location and significance of these features. Where appropriate, markers, plaques or other identification should be installed as a means of informing the public of their place in history or cultural importance. Features which have not been formally nominated as "County Landmarks", but deserve such recognition, should be properly documented and submitted for review and approval first by the COSCA Board of Directors, then the Ventura County Cultural Heritage Board.
Buffer Zones

Wherever possible, buffer zones of varying size should be established in order to create a transition between natural open space areas and afford protection from incompatible uses that may exist or be proposed on adjacent property. Wherever such activities impact sensitive resources or the use of public open space, these issues should be thoroughly addressed in the Open Space Management Plan with recommendations to eliminate or significantly reduce any potentially adverse or undesirable effects.

Access Easements

Access across COSCA open space shall be allowed only in compliance with a recorded easement. In the event an existing access route is determined to be impractical or unreasonable, an alternative easement may be granted by COSCA which results in the least physical impact to natural resources while still serving the original purpose for which the land under private ownership is used.

Brush Clearance/Fuel Modification Zones

Unless previously permitted or approved by the Board of Directors, annual brush clearance required for fire control purposes shall be restricted to non-open space areas under private ownership. Correspondingly, new developments adjoining existing permanent open space or proposing such public land dedications, shall incorporate adequate fuel modification zones within the project boundaries so as not to encumber COSCA in any way with annual maintenance operations or responsibilities.

Mineral Management

All existing mineral rights on COSCA lands shall be honored according to Federal and State Laws and regulations. However, new mining claims or leases filed for the purpose of mineral extraction shall be subject to review and approval by the Board of Directors and the provisions of the California Environmental Quality Act (CEQA).
V. VISITOR USES AND ACCOMMODATIONS

Visitor uses should be accommodated by limited facilities which are intended to protect the public's health and safety as well as provide other necessary conveniences where deemed appropriate. In order to avoid the degradation of sensitive or unique resources and as a means to implement effective management strategies to offset or minimize, other potentially adverse impacts, the carrying capacity of open space areas to be developed for visitor facilities, shall be depending upon the anticipated type and intensity of use.

If visitor use threatens to adversely impact an area's natural characteristics, appropriate actions shall be taken to prevent any further decline and allow natural regeneration processes to occur. In most cases, indirect methods of reducing impacts such as limiting parking capacity, access points, trail design and public education efforts shall be referred over initiating direct regulatory procedures. However, where these methods prove to be unsuccessful or are considered inadequate, further restrictions may be necessary. Depending on the situation, these may include either partial or complete closure, restricting periods of use and the number of visitors permitted access.

It must also be recognized that visitor use of open space involves certain risks as a consequence of isolation from urban services and the unpredictability of the natural environment. Although the visitor must accept these risks, in response to a need for assistance, COSCA personnel shall take appropriate and timely action to coordinate necessary law enforcement and medical emergency services.

Permitted Uses

COSCA open space shall be managed to provide for passive recreational use and enjoyment by the public in ways that are consistent with the preservation of its natural characteristics. The following public uses are permitted:

- Passive recreational activities such as hiking, jogging, bicycling, horseback riding, photography and picnicking, etc.

- Conservation projects, student research or other educational programs involving the study of nature, ecology, earth sciences, etc.

- Outdoor programs, lectures, musical events and organized community activities.
Prohibited Uses

Except where subject to existing private rights, or where necessary for the management of open space resources, or as specifically provided for elsewhere in COSCA policies, the following uses shall be strictly prohibited:

- Any action on the behalf of a person or persons that creates a nuisance, poses a real or immediate threat, results in damage to, or destruction of open space resources or public property.

- All forms of hunting, trapping or use of poisonous baits within any open space area.

- Removal or the intentional destruction of existing vegetation for any reason including arson or the illegal harvesting or collection of native plant materials for personal use or sale.

- Off-road motor vehicle use beyond the limits of established public access roads and designated parking areas.

- Littering or dumping of trash and debris or disposal of hazardous waste materials within open space.

- The unrestricted activities of pets such as dogs or cats and/or exotic animals.

- Grazing of livestock including utilization of natural forage for commercial purposes shall be prohibited in open space areas unless specifically authorized by the Board of Directors.

Non-conforming Uses

As deemed appropriate by the Board of Directors, certain rights or uses may be retained by a property owner under the terms of either a cooperative land use agreement or title transfer. Subsequent Open Space Management Plans pertaining to all, or any part of said property, shall in turn seek to minimize potential conflicts with any vested rights or uses that may be retained.

Dogs and other pets

Upon entering any open space area, dogs and other pets shall be kept on leashes at all times in order to minimize conflicts with other visitors and prevent disturbances to wildlife and plant resources.
Visitor Information and Education

Visitor education should be utilized whenever feasible to achieve management objectives. Only the minimum amount of regulation necessary to achieve desired objectives should be used. In some cases informational materials or regulatory signs may be placed as a management tool to correct specific problems, protect the natural resource, or inform the public of health and safety risks.

Informational and educational materials pertaining to open space resources, trails, special programs and conservation activities should be made available to the public by ranger personnel in the field and at the offices of the City of Thousand Oaks and the Recreation and Park District. Such materials should also inform visitors of the responsibilities and risks involved in visiting and using open space areas.

Use of Motorized Equipment

Travel within COSCA open space will be by non-motorized means consistent with the control of noise and preservation of natural open space characteristics. The Open Space Management Plan shall specify the times and places in which the use of vehicular transport is appropriate for resource protection and emergency access. Vehicle use may also be allowed for:

- Ranger patrol, emergency fire access, rescue or law enforcement purposes.
- Pre-arranged group activities or conservation projects.
- Monitoring or scientific research by private individuals, educational institutions or public utilities as necessary.
- Control of insects, disease or pathogens that may adversely affect natural resources when in compliance with the Open Space Management Plan.

Field Projects/Research Projects

Any activity, for the purpose of gathering information about natural resources may be permitted by COSCA provided it is carried out in a prescribed manner compatible with conservation policies established by COSCA. Vehicular access in connection with this research must, however, be approved by COSCA in advance of any such research activities. In no case shall degradation of natural resources or values be allowed.

Commercial Services

Commercial services such as those provided by concessionaires during special events or equestrian outfitters and guides, etc., may be provided in open space areas to the extent necessary and proper for utilization of the recreational resource, subject to the terms of any agreements, licenses or permits approved by the Board of Directors.
Fees

As deemed to be appropriate, the Board of Directors shall be empowered to charge, collect and/or waive user fees in order to reimburse the Agency for costs associated with supervision of special events including the restoration and maintenance of Open Space prior to, or following, such activities. Such activities shall include, but not be solely limited to: filming or movie production, the operations of licensed concessionaires, overnight group camping and trail use, etc.
VI. CULTURAL RESOURCE PRESERVATION

Management of cultural resources such as archaeological sites, historic structures or places shall emphasize resource protection and preservation. Open Space Management Plans shall in turn consider appropriate means to maintain historic, interpretive, ceremonial, or religious values. Decisions pertaining to the disposition of such resources shall be made in concert with input from recognized public agencies, groups or individuals having jurisdiction, expertise or interests in these matters, including but not solely limited to the State Office of Historic Preservation, Thousand Oaks Cultural Heritage Board and Local Native American Indian Councils or representatives. Specific resource conservation and management actions are recommended as follows:

Planning and Management Procedures

All trails, user facilities, access roads, firebreaks, fuel modification zones and helipads shall be designed to avoid any direct physical impact to known historic or archaeological resources.

All historic structures, features and places located within COSCA lands shall be registered with the Ventura County Cultural Heritage Board in order to qualify for Landmark" status and obtain the legislative protection and public recognition this designation affords.

COSCA shall undertake cooperative planning and resource management efforts with the local Cultural Heritage Board in order to denote the significance of historic landmark structures, features or places through the design and placement of appropriate markers, signs or other interpretive improvements.

Scientific Research, Testing and Salvage Activities

Any proposed scientific research, testing or salvage proposal involving historic or archaeological resources shall be conducted under the strict provisions of a research design submitted to, and approved by the Board of Directors.

The services of an approved Native American Indian Monitor shall be retained by a COSCA authorized representative (principal investigator) prior to conducting any field work involving archaeological resources.

Systematic, historic and archaeological field surveys and record searches shall be undertaken and completed for each open space area in order to determine the exact location and nature of all existing cultural resources for planning and management purposes.
In order to preserve internal site integrity, archaeological research involving sub-surface testing shall undertake only the minimal sampling techniques and procedures necessary to accurately determine its boundaries, period of occupation, type of use, relationship to local resources, settlement patterns, regional significance, or other previously identified research objectives.

Salvage excavation should only be undertaken in areas where no project alternative is considered to be feasible or where impacts associated with existing uses, vandalism or natural forces such as erosion cannot be reasonably controlled and threaten destruction of the resource.

Following field collection and laboratory analysis, all historic and artifactual materials recovered from COSCA open space shall be returned for appropriate storage and preservation locally within the Conejo Valley.

**Resource Stabilization and Protection**

The preferred method of stabilization and protection of sensitive open-air archaeological resources which are exposed to potential degradation by visitor use or vandalism is total surface collection and capping with a contrasting soil mantle. In addition, no load bearing fills or permanent irrigation systems should be allowed within established site boundaries.

Where normal resource management procedures prove to be of limited value in controlling impacts to native American cemeteries, rock shelters or other fragile features deemed to be of religious or ceremonial significance, area closure and strict enforcement action may be required.

**Discovery of Human Remains**

In the event of the discovery of any human remains in any open space, there shall be no further disturbance of the immediate site or any nearby area reasonably suspected to contain human remains in compliance with Section 7050.5 of the State Health and Safety Code until the following conditions have been satisfied:

- The county coroner has been contacted regarding the discovery of the remains and it has been determined that no investigation of the cause of death is required; and

- Where they are determined to be of Native American origin, that representatives of local tribal council(s) have been contacted in order to recommend a preferred means of treating or disposing with appropriate dignity, the human remains and any associated grave goods as provided under Public Resource Code Section 5097.98.
• In the event the local Native American Indian Council fails to make a recommendation or if COSCA or its authorized representative rejects the recommendation for any reason, and if requested mediation by the Native American Heritage Commission fails to provide an acceptable alternative, COSCA or its authorized representative shall rebury the remains and associated grave goods with appropriate dignity at a suitable nearby location not subject to further disturbance.
VII: AMENDMENTS

CONEJO OPEN SPACE CONSERVATION AGENCY
MANAGEMENT POLICIES AND GUIDELINES
Amendment 1
Adopted May 14, 1997

NAMING POLICY

I. NAMING GUIDELINES FOR OPEN SPACE AREAS

All open space names should be kept as simple and functional as possible. The name given to each open space area should be general enough to remain suitable if the site is enlarged, but specific enough to give its location some significance. In most cases, "open space" is appropriate as part of the name; however, there may be circumstances when another designation may be used, such as "wildlife refuge".

Open space areas should be named after:

1. Geographical features of broad, general significance to the area;
2. Historical persons, uses, or events broadly associated with the locale.

Generally, open space areas will not be named for living persons except to recognize land gifts or in extraordinary circumstances. Recognition of land gifts will be determined at the time of the gift.

II. NAMING GUIDELINES FOR TRAILS, NATURAL FEATURES AND AREAS OF SIGNIFICANCE

This designation refers to trails, natural features such as rock outcrops, and areas of significance within open space areas, such as vista points.

Trails, natural features and areas of significance should be named after:

1. Geographical, botanical or zoological features associated with the site.
2. Historical persons, uses, or events associated with the site, or significant supporters of open space.

Trails, natural features and areas of significance shall not be named after any living individual.

III. ADMINISTRATIVE PROCESS

The COSCA Board of Directors shall appoint a standing committee of three members, consisting of two board members and one member from the Conejo Open Space Trails Advisory Committee (COSTAC), to meet as needed with appropriate staff and make recommendations to the Board of Directors relative to names for open space areas, trails, natural features and areas of significance.
WIRELESS COMMUNICATION FACILITY POLICY

Wireless communications facilities may be permitted by the Board of Directors in open space areas owned by COSCA if it is necessary to locate such facilities there for technical reasons, and if the facility is attached to an existing structure and does not materially diminish the open space character or attractiveness of the site.

Where permitted on open space land, all wireless communications facilities shall closely adhere to the City of Thousand Oaks' policy regarding such facilities in open space zones due to the sensitive scenic and recreational value of the natural open space system.

Appurtenant structures such as equipment housing and power supplies shall be located underground, unless, due to extenuating circumstances such as geological conditions, the location of such facilities in an underground vault is not technically feasible.
I. GIFT RECOGNITION

The purpose of the gift recognition policy is to provide an opportunity for COSCA to recognize individuals or groups that have made significant contributions of cash, equipment, materials, goods or professional services toward the enhancement of COSCA, its open space lands and its programs.

Recognition of donors is as follows:

Cash gifts, gifts for specific projects* and memorials (includes cash, equipment, materials, goods or professional services)

Value:
$ 0-499 Letter signed by the Chief Administrative Officer of COSCA (City Manager and General Manager of the Conejo Recreation and Park District)
$ 500-999 Letter signed by the Chairperson of the COSCA Board of Directors
$ 1,000-4,999 Commendation from the Board**
$ 5,000 or more Commendation from the Board and photo of preserve**

* COSCA-approved projects only. Unapproved projects are discouraged and will not necessarily be recommended by staff or approved by the Board.
** These items will be provided only if desired by the donor.

No on-site plaques or signs will be considered under the Gift recognition section of this policy. Proposed bench or table locations are subject to approval by COSCA.

II. SPECIAL RECOGNITION

A. Founders

Special recognition for the founders of COSCA, either as individuals or as a group, may be recommended by an appropriate board committee and approved by the Board.

“Founders” shall be defined as an individual or group of individuals who participated in the formation of COSCA, or were significant supporters of the formation of COSCA. A committee appointed by the Board will make any final determinations as to the inclusion of specific individuals or groups in the category “Founders”, and to the appropriate type of recognition.
B. Significant Supporters

Special recognition for individuals or groups which have provided significant or extraordinary support to COSCA may be recommended for approval by the Board.

"Significant Supporters" is defined as individuals or a group of individuals who have shown conspicuous or noteworthy support for COSCA through significant, extraordinary contributions of funds, land, time, or effort to the advancement of the goals, philosophy and mission COSCA.

The method of recognition of significant supporters of COSCA shall be at the discretion of the Board.
GOOD NEIGHBOR POLICY

General

One of COSCA’s most important responsibilities is to develop a sound working relationship with the thousands of private property owners that border public open space. A partnership between COSCA and its neighbors results in benefits to both parties, and helps to protect natural open space resources for current and future residents.

Policies:

To develop a sound relationship and be a good neighbor means that COSCA will:

1. Make reasonable attempts to know our neighbors.

2. Work with neighbors on matters of mutual interest.

3. Encourage neighbors to report unusual activities in open space.

4. Counsel or consult with adjacent property owners to reduce negative impacts that could affect either party.

5. Provide information on a periodic basis to neighbors on open space programs, resources, and Staff contacts.

6. Ensure that public lands are available for their intended public purpose and will respect the rights of adjoining property owners.

Access Gates

Private access gates to open space may result in unauthorized trails that can damage sensitive resources, affect visitor safety, and create problems from third parties using a gate with or without the owner’s permission. It is therefore important that open space visitors stay on designated trails. To date COSCA has developed approximately 140 miles of trails and 100 trail access points for visitor access.

Policies:

1. COSCA will continue to maintain a citywide trail network that includes trailheads with off-street parking and neighborhood access points that provide access to trails directly from public streets.
2. Public access to open space shall be through this system of trailheads and neighborhood access points. Private access gates and 'informal' trails to open space are not allowed unless otherwise approved by COSCA.

**Encroachments**

A great deal of effort has been made by residents, elected representatives and staff over the past 40 years to protect natural open space in the Conejo Valley for the benefit of all residents. Encroachments from private property onto COSCA land through landscaping, fencing, structures and other modifications therefore result in a detrimental impact to the quality of life for the entire community, as well as adverse effects on native plants and wildlife.

**Policies:**

1. Private improvements such as fencing, landscaping, structures, and paths are not permitted on COSCA open space. Similarly, COSCA will not construct improvements on adjacent private property.

2. In cases where improvements have encroached onto adjacent property, appropriate steps will be taken to address the encroachment. Where encroachments affect COSCA land, the primary goal of this policy is to remove improvements from public open space.
GEOCACHING POLICY

I. Purpose

COSCA encourages low-impact recreational use of COSCA trails and open space, when such use will not result in damage to or destruction of the natural and cultural resources in the open space. If appropriate guidelines are followed, geocaching can be a positive, low-impact recreational activity.

II. Geocaching Policy

Geocaching shall be allowed on COSCA property, when practiced subject to COSCA’s Administrative Guidelines for Geocaching.

III. Administrative Procedure

COSCA will develop and maintain Administrative Guidelines for Geocaching, which will be made publicly available. The primary goal of the Geocaching Guidelines will be to protect natural and cultural resources on COSCA land.
Residency within the City of Thousand Oaks city limits or the Conejo Recreation and Park District boundary is not required for membership on the Conejo Open Space Trails Advisory Committee.
Amendment 7
COSCA ORDINANCE NO. 01-2009

AN ORDINANCE OF THE CONEJO OPEN SPACE CONSERVATION AGENCY (COSCA) ESTABLISHING COSCA OPEN SPACE RULES AND REGULATIONS

The Board of Directors of the Conejo Open Space Conservation Agency does hereby ordain as follows:

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CHAPTER I

GENERAL PROVISIONS

SECTION 101 – SHORT TITLE

This ordinance shall be known and may be cited as the "COSCA Ordinance".

SECTION 102 – PURPOSE/FINDINGS

a. The purpose of these regulations is to provide rules to govern the use of COSCA open space in order that all persons may enjoy and use such open space, and to protect the rights of all concerned, while assuring that the natural resources within COSCA open space and the essentially undeveloped and undisturbed character of the open space is preserved.

b. Except as otherwise herein or hereinafter provided, this ordinance consists of all the regulatory, penal, and administrative laws of general application of COSCA codified pursuant to the authority the authority granted to the COSCA by the Joint Powers Agreement entered into by the City and CRPD on October 18, 1977, and any subsequent amendments, to acquire, manage, regulate, control, conserve, and preserve the natural and scenic resources, as well as coordinate local land use and resource management of open space land areas including all powers and functions authorized pursuant to Article V of said Joint Powers Agreement and all rights and powers proscribed by federal and state law. In addition, as a public joint powers agency, COSCA maintains the authority provided in Article 1 of Chapter 5 of Part 1 of Division 7 of Title 1 of the Government Code of the State of California, Chapter 3 of Part 1 of Division 3 of Title 4 of the Government Code of the State of California, and Section 5782.21 of Chapter 4 of Part 1 of Division 5 of Title 1 of the Public Resources Code of the State of California.

c. Neither the adoption of this ordinance nor the repeal hereby of any section of this ordinance shall in any manner affect the prosecution for violations of this ordinance, which violations were committed prior to the effective date of this ordinance, nor be construed as a waiver of any license or penalty at said effective date due and unpaid under this ordinance, nor be construed as affecting any of the provisions of this ordinance relating to the collection of any such license or penalty or the penal provisions applicable to any violation thereof, nor to affect the validity of any bond or cash deposit in lieu thereof required to be posted, filed, or deposited pursuant to this ordinance, and all vested rights and obligations thereunder appertaining shall continue in full force and effect.
SECTION 103 – DEFINITIONS

The following words and phrases, whenever used in this ordinance, shall be construed as defined in this section:

a. "Aircraft" shall mean any device that is used or intended to be used to carry a person or persons in the air.

b. "Alcoholic Beverage" shall mean alcohol, spirits, liquor, wine, beer, and every liquid or solid containing one-half of one percent or more of alcohol by volume and which is fit for beverage purposes either alone or combined with other substances.

c. "Amplified Sound" shall mean sound projected and transmitted by electronic equipment, including amplifiers, radios, or other devices.

d. "Boating" shall mean the use of any manned or unmanned, full-size, or scale model floating vessel.

e. "Building" shall mean any structure having a roof supported by columns or by walls and intended for the shelter, housing, or enclosure of persons, animals, chattel, or property of any kind.

f. "Camp" means to pitch or occupy camp facilities; to use camp paraphernalia.

g. "Camp Facilities" include, but are not limited to, tents, huts, temporary shelters, trailers, motor homes, campers, or vehicles otherwise used for shelter.

h. "Camp Paraphernalia" includes, but is not limited to, tarpaulins, cots, beds, sleeping bags, hammocks, or non-COSCA designated cooking facilities and similar equipment.

i. "Chief Supervising Ranger" shall mean COSCA’s Chief Supervising Ranger or designated representative.

j. "City" shall mean the City of Thousand Oaks.

k. "City Attorney" shall mean the City Attorney of the City of Thousand Oaks or a designated representative. The City Attorney is COSCA’s Agency Attorney.

l. "City Manager" shall mean the City Manager of the City of Thousand Oaks or a designated representative. The City Manager is COSCA’s co-Chief Administrative Officer.

m. "COSCA" shall mean the Conejo Open Space Conservation Agency, an agency established pursuant to the joint powers act between the Conejo Recreation and Park District and the City of Thousand Oaks.

n. "COSCA Employee" shall mean any employee of COSCA, the City of Thousand Oaks, or the Conejo Recreation and Park District who is authorized to represent COSCA or perform work on COSCA open space.
o. **"COSCA Manager"** shall mean the COSCA Manager or a designated representative.

p. **"COSCA Open Space"** shall mean all lands and facilities, including parking lots, under ownership of or subject to the Conejo Open Space Conservation Agency (COSCA)’s management authority.

q. **"COSCA Open Space Waters"** shall mean any lake, reservoir, pond, stream, creek, river, or other standing or flowing body of water within COSCA open space.

r. **"CRPD"** shall mean the Conejo Recreation and Park District, a special district.

s. **"CRPD General Manager"** shall mean the chief administrative officer of the Conejo Recreation and Park District or a designated representative. The CRPD General Manager is COSCA’s co-Chief Administrative Officer.

t. **"Disabled Persons"** shall mean "disabled persons" as defined under Section 295.5 of the California Vehicle Code.

u. **"Enforcement Officer"** means any COSCA, City, or CRPD employee, law enforcement personnel, or other individual authorized by COSCA to enforce this ordinance.

v. **"Geocaching"** shall mean a recreational activity requiring the participant to search for hidden items or landmarks using a global positioning system and coordinates retrieved from a website or other source.

w. **"Livestock"** shall mean domestic or useful animals normally kept or reared on a farm or ranch for work, breeding, fattening, or other purposes including, but not limited to, horses, bovines, sheep, swine, and goats.

x. **"Management Authority"** of open space and improvements may be demonstrated by, but is not limited to, contracts, memoranda of understanding, agreements, licenses, governmental resolutions, easements, or COSCA’s Joint Powers Agreement entered into by the City and CRPD on October 18, 1977 (as amended).

y. **"Organization"** means a recognized association, partnership, firm, or corporation.

z. **"Person"** shall mean any individual or group of individuals.

aa. **"Personal Effects"** means personal property consisting of the following items:

1. Medication, medical devices, eye glasses or other prescription lenses;
2. Sleeping bag or bed roll which is sanitary and non-verminous;
3. Tents in usable and reasonable good condition;
4. Clothes stored in a manner protecting them from the elements, which are not unsanitary, soiled, or verminous; and
5. Personal property with an estimated individual fair market value of at least Fifty no/100ths ($50.00) Dollars.

bb. "Section" shall mean a section of this ordinance, unless some other document, statute or policy is specifically identified.

c. "Store" means to put aside or accumulate for use when needed, to put for safekeeping, to place or leave in a location.

d. "Structure" shall mean anything constructed or erected which requires a location in or on the ground or which is attached to something having a location on or in the ground, such as signs, flagpoles, or similar appurtenances, including a building or a building's architectural features and roof appurtenances required to operate and maintain the building, but not including fences, or walls used as fences, which are less than six (6) feet in height.

e. "Trail" shall mean any path or access through COSCA open space constructed or maintained for intended use by pedestrians, disabled persons, equestrians, or bicyclists.

ff. "Vehicle" shall mean every device by which any person or property is or may be transported or drawn over land, excepting devices moved by human power or used exclusively upon rails.

SECTION 104 — AUTHORITY AND ENFORCEMENT

a. The Board of Directors authorizes the City Manager and CRPD General Manager or their designee to implement and administer the policies, rules, and regulations contained herein. Whenever a power is granted to, or a duty imposed on, the City Manager and CRPD General Manager, the power may be exercised, or the duty performed, by the City Manager or CRPD General Manager or by any other employee so designated or assigned by the City Manager or CRPD General Manager.

b. Unless this policy expressly provides otherwise, the City Manager, CRPD General Manager, City Attorney or other employee or agent so designated or assigned such duties shall enforce the provisions of this ordinance. The City Manager and CRPD General Manager shall have the authority to implement and enforce reasonable rules and regulations that implement and supplement the regulations set forth in this ordinance, when such rules and regulations are necessary to protect public health, safety, and welfare or the resources under COSCA's care.

c. COSCA employees, who are authorized, shall have the authority to warn, evict, arrest, and cite persons who violate any provisions of the District, state, or local ordinances. COSCA personnel, who are authorized, pursuant to Section 830.31 of the Penal Code, shall carry proper identification.
d. The procedures and penalties set forth in this ordinance shall not limit or restrict COSCA from enforcing the rules and regulations contained herein in any other manner provided by law.

SECTION 105 – COMPLIANCE

Any persons entering, occupying, or remaining in any COSCA open space shall comply with the adopted ordinances, rules, and regulations. Additionally, no person shall violate any order or provision thereof posted on COSCA open space by the City Manager or CRPD General Manager or their designee.

SECTION 106 – PENALTY

a. Any person within COSCA open space who violates any provision of this ordinance, the conditions of any permit issued pursuant thereto, or any adopted rule or regulation relating to COSCA open space is guilty of an infraction for the first violation; the second shall be a misdemeanor, except for the following:

b. Violations of Sections 202, Subsections a, b, d, e, h, i, and j and Section 203 are civil penalties and will be subject to an administrative adjudication process administered by the Conejo Recreation and Park District, as outlined in the Conejo Recreation and Park District’s Parking Citation Administrative Adjudication Manual.

c. Violations of the following Sections shall be misdemeanors: Section 204, Section 205, Section 206, Section 207, Section 220, Section 221, Section 222, Section 224, Section 227, and Section 234.

d. In addition to the remedies set forth in this section, a person or persons who violate Section 234 can be subject to the civil penalty procedures or nuisance abatement processes administered by the City of Thousand Oaks, as outlined in the City of Thousand Oaks Municipal Code, Chapter 2, Article 2, Section 1-2.201 et seq. and Chapter 6, Section 1-6.01 et seq.
CHAPTER II

COSCA OPEN SPACE RULES AND REGULATIONS

SECTION 201 – EXCEPTION

This ordinance does not apply to the operations of COSCA-, City- or CRPD-owned or operated vehicles, law enforcement or emergency vehicles or law enforcement or emergency officials while in the performance of law enforcement or emergency duties, or COSCA, City or CRPD employees and COSCA volunteers while engaged in official COSCA-related activities.

SECTION 202 – VEHICLES AND PARKING

Parking violations are a civil liability and will be subject to an administrative adjudication process administered by the Conejo Recreation and Park District as outlined in Conejo Recreation and Park District's Parking Citation Administrative Adjudication Manual.

a. Vehicles shall be operated on COSCA property only on designated roadways, unless written permission has been granted by the City Manager or CRPD General Manager or their designee.

b. Vehicles shall not be parked on COSCA property except within designated parking areas or within designated markings without written permission of the City Manager or CRPD General Manager or their designee.

c. If the City Manager or CRPD General Manager find that at certain times, under specific restrictions or at designated places, a vehicle can be operated so as not to interfere in any way with the protection of resources and normal authorized use of COSCA open space, permission may be granted to operate such vehicle. Parking such vehicle is permitted only in areas so designated.

d. Vehicles operated within the boundaries of COSCA open space shall be driven at a careful and prudent speed not greater than is reasonable and proper with due regard for the traffic, surface, and width of the roads. In no event shall a vehicle be driven within COSCA open space at a speed greater than 15 miles per hour, except on any paved road over which there is an access easement or right-of-way, in which case drivers shall adhere to posted speed limits.

e. No person who owns or has possession, custody, or control of any vehicle, trailer, or camper shall park said vehicle upon any COSCA open space for more than a period of fifteen (15) consecutive hours unless otherwise permitted by the City Manager or CRPD General Manager or their designee.

f. No vehicle maintenance may be performed on COSCA open space except for minor repairs needed to move the vehicle.
g. No vehicle shall be parked on COSCA open space after the closing time of the open space area or facility.

h. Disabled Persons Parking Zones

It shall be unlawful for the operator of any vehicle other than a vehicle bearing a distinguishing license plate defined by the California State Vehicle Code to stop or park such vehicle in a parking zone identified as reserved for disabled persons pursuant to Subdivision 2 below. The fine for this violation shall be as prescribed by the Vehicle Code.

1. Improper display of placard. It shall be unlawful to fail to, or improperly display a handicap placard. A citation issued for illegal parking may be reduced to a $10 fine by the City Manager or CRPD General Manager or his/her assignee when proof of a valid handicap placard is presented.

2. Space identification. Disabled persons parking shall be designated by blue striping to mark the stall and a profile view of a wheelchair printed within the stall or space as well as a sign with the same type of marking on it.

SECTION 203 – REMOVAL OF VEHICLES

a. All parked vehicles are subject to being removed from COSCA open space under the following circumstances:

1. When a vehicle is parked or left standing on COSCA open space when the open space is closed to public use.

2. When a vehicle is parked or left standing upon a roadway in such a position as to obstruct the normal movement of traffic or in such a condition as to create a hazard to other traffic upon the roadway.

3. When a vehicle is parked so as to block the entrance to a driveway.

4. When a vehicle is parked so as to prevent access by firefighting equipment to a fire hydrant or emergency service.

5. When a vehicle is parked in any parking restricted zone.

b. If an illegally parked vehicle is removed from COSCA open space as provided for in this section, the owner shall be liable for all fees, towing, and storage charges.

SECTION 204 – VEHICULAR TRESPASS

a. The primary form of public access into COSCA open space areas will be on foot, on horseback or by bicycle. Motorized vehicles shall not be operated or parked on any COSCA open space except on roadways and parking areas specifically constructed for public vehicular traffic. Fire breaks and fire protection roads, hiking and riding trails shall be prohibited from vehicular
use. No vehicle (including off-road vehicles and motorcycles) shall be operated on COSCA open space except as allowed per posted signage.

b. An exception is hereby established for disabled persons to use single-rider electric motorized vehicles adapted for recreational use by disabled persons, and for COSCA, City or CRPD vehicles, emergency vehicles, and vehicles of agencies and individuals holding an easement or written permission from the City Manager or CRPD General Manager or their designee, or vehicles authorized by the holder of an easement, but only within said easement.

SECTION 205 – FIREARMS AND WEAPONS

a. No person shall carry, possess, set, leave, or deposit, or cause to be fired, across, in, on, or into any portion of COSCA open space any weapon, gun or firearm, spear, missile, bow and arrow, crossbow, slingshot, trap or hunting device, air or gas weapon, paintball gun, BB gun, ammunition, throwing knife or axe, martial arts throwing device, or any other weapon or device capable of injuring or killing any person or animal, or damaging property or natural resource except at posted or authorized ranges and areas designated for such purposes.

b. An exception to this regulation is hereby made for duly authorized law enforcement officials.

SECTION 206 – HUNTING, PROTECTION OF ANIMALS

Hunting, shooting, wounding, trapping, or capturing animals on COSCA open space is prohibited. No animal shall be killed, harmed, or removed from COSCA open space unless by a COSCA, City or CRPD employee during the performance of his/her official duties, except (1) when necessary to avoid bodily harm, and (2) when fishing is allowed by the City Manager or CRPD General Manager or their designee, as provided under Section 210.

SECTION 207 – VANDALISM

It shall be unlawful for any person to damage, deface, cut, spray, paint, mark, scratch, write on, or otherwise deface or alter any natural feature, fence, wall, building, sign, monument, or other property on COSCA open space. Persons causing vandalism, or parents of persons under the age of 18, will be held liable and financially responsible for the full amount of damages, or the maximum amount allowed under the California Civil Code, Sections 1714.1 and 1714.3. In addition to any civil fines and penalties, any person who violates this section may be subject to prosecution for violation of California Penal Code, Section 594 et seq.
SECTION 208 – THROWING MISSILES

Throwing missiles, rocks, mud, sand, or any object that may cause bodily harm to others is prohibited on COSCA open space. Objects used in recreational activity are exempt from this section provided they are not used in an irresponsible and hazardous manner.

SECTION 209 – AMPLIFIED SOUND

No person shall play or operate any audible sound or energy amplification devices, including radios, television sets, public address systems, musical instruments, or similar devices unless written permission has been granted in advance by the City Manager or CRPD General Manager or their designee, and then only upon a finding that the use of amplified sound will not adversely affect natural resources and the open space character of the land.

SECTION 210 – FISHING

Fishing by any means, including fly casting, is prohibited in COSCA open space waters, except in designated areas, and only when within the scope of state regulations.

SECTION 211 – GOLF

No person shall drive, chip, or in any other manner play or practice golf, or hit balls on, over, or into COSCA open space.

SECTION 212 – MODEL CRAFTS

No person shall operate any model airplanes, gliders, cars, boats, rockets, vehicles, or any other model craft of any kind or description on, over, or into any portion of COSCA open space, unless written permission has been granted in advance by the City Manager or CRPD General Manager or their designee, and then only upon a finding that the use of such model crafts will not adversely affect natural resources and the open space character of the land.

SECTION 213 – AIRCRAFT/HUMAN FLIGHT

Without the written permission of the City Manager or CRPD General Manager or their designee, no person shall land any aircraft on or take any aircraft off any area in COSCA open space. Nor shall any person hang glide, parachute, or engage in any human flight on, over, or into COSCA open space.
SECTION 214 – CAMPING

a. It shall be unlawful for any person to camp, occupy camp facilities, or use camp paraphernalia on COSCA open space.

b. House trailers, campers, or motorhomes may not be used for overnight sleeping purposes on any COSCA open space.

c. It shall be unlawful for any person to store personal property, including camp facilities and camp paraphernalia on any COSCA open space.

d. The enforcement officer may remove personal property unlawfully stored or found on COSCA open space as outlined in above or found in an unlawful encampment as follows:

1. The location of any personal property including camp facilities and paraphernalia shall be tagged and dated with a notice including the following: "It is illegal to store personal property on COSCA open space. If this personal property is not removed by (specify date at least 7 days from posting), THIS PERSONAL PROPERTY SHALL BE DEEMED INTENTIONALLY ABANDONED AND SUBJECT TO REMOVAL AND POSSIBLE DESTRUCTION."

2. The enforcement officer may remove any personal property still unlawfully stored or remaining in an encampment in COSCA open space after the posting period has expired.

e. At the time of removal of unlawfully stored or remaining personal effects in the encampment, the enforcement officer shall conspicuously post and date a notice either at the exact location from which the personal effects were removed or at another nearby location giving the following information.

1. A list of personal effects removed;
2. A telephone number for information on retrieving personal effects;
3. An address where the personal effects are temporary stored;
4. The length of time during which the personal effects may be claimed.

f. Following removal of unlawfully stored or remaining personal effects, an enforcement officer shall:

1. Maintain an inventory identifying the personal effects; where the personal effects were approximately located; and the reasonable value of each item;

2. Place the removed personal effects in containers labeled in a manner facilitating identification by the enforcement officer and owner and which reasonably protect such property from damage or theft; and

3. Store removed personal effects in an area designated by the enforcement officer for a period of ninety (90) days.
g. If personal effects are claimed within ninety (90) days from removal, unless the property is connected to a crime or is illegal to possess, the enforcement officer shall release the stored property to the owner if the person claiming ownership identifies the property and approximate location where the property was left by the owner.

h. Unlawfully stored or found personal effects removed from the encampments, remaining unclaimed at the end of ninety (90) days from removal, shall be dedicated for public use, and may be given for charitable use to a local nonprofit agency.

i. All other unlawfully stored or found personal property removed from an unlawful encampment is deemed intentionally abandoned and may be summarily abated and destroyed.

j. This section is not intended to apply to open space lands owned by the Conejo Recreation and Park District, which may allow camping on its property by permit.

SECTION 215 – FIREWORKS AND DANGEROUS OBJECTS

No person shall possess, discharge, set off, or cause to be discharged, in or into any COSCA open space any firecrackers, torpedoes, rockets, fireworks, explosives, or substances harmful to the life and safety of persons or property, unless written permission has been granted in advance by the City Manager or CRPD General Manager or their designee, and then only upon a finding that the use of such fireworks or other dangerous objects will not adversely affect natural resources and the open space character of the land.

SECTION 216 – NUDITY

No person shall appear nude while in or on any COSCA open space or facilities. Nudity shall be defined as codified in Title 14 California Code of Regulations section 4322 and Thousand Oaks Municipal Code section 5-16.02.

SECTION 217 – WASHING

Washing any portion of the body or cleansing any food, dishes, utensils, or other objects in COSCA open space waters or water supply, other than areas expressly designated for this purpose, is prohibited.

SECTION 218 – SWIMMING/WADING

Swimming or wading in any COSCA open space waters is prohibited except at places and times authorized by the City Manager or CRPD General Manager or their designee, and so posted.
SECTION 219 – HOURS OF USE

COSCA may designate certain sensitive areas, e.g., nature preserves, for no public access. COSCA open space lands so posted shall not be open to public use at any time, except under restrictions set forth in this ordinance. All other COSCA open space areas, where public use is appropriate, shall be open to the public from sunrise to sunset, unless otherwise posted. No person, except with written permission from the City Manager or CRPD General Manager or their designee, shall enter or remain in COSCA open space other than for those times as listed above.

SECTION 220 – FLORA

Removing or injuring any form of plant life from COSCA open space, including the removal of wood, grass, plants, or flowers is prohibited unless specifically authorized in writing by the City Manager or CRPD General Manager or their designee, and then only upon a finding that the removal or injury to flora is either (1) necessary to protect public health or safety or (2) that it is limited in scope and serves a necessary or useful public purpose.

SECTION 221 – ARCHAEOLOGICAL FEATURES

a. No person shall remove, injure, disfigure, deface, or destroy any object of paleontological, archaeological, or historical interest or value.

b. An exception is granted to COSCA itself, or a person or entity operating under the authorization and direction of COSCA solely for the purpose of appropriate curation or protection of a resource as determined necessary by a professional archaeologist, paleontologist, or historical resource expert, and then only if done in compliance with all applicable local, state and federal laws and regulations.

SECTION 222 – GEOLOGICAL FEATURES

No person shall destroy, disturb, mutilate, or remove earth, sand, gravel, minerals, rocks, or features of caves.

SECTION 223 – DOMESTIC ANIMALS AND LIVESTOCK

a. No person owning or having charge, care, custody, or control of any dog (or cat) shall cause, permit, or allow same to be or to run at large upon any COSCA open space unless such animal is restrained by substantial chain or leash not exceeding six feet in length and is in the charge, care, custody, or control of a competent person. Pets not properly leashed may be impounded and the owner cited.
b. The removal of feces of dogs or domestic cats that defecate on COSCA open space shall be the responsibility of the owner or custodian of said animal.

c. Horses may be ridden on COSCA open space on designated trails, unless otherwise posted. Riders must control their steed at all times.

d. Goats, donkeys, sheep, or similar animals may be ridden or led under specified restrictions and in designated areas with the written permission of the City Manager or CRPD General Manager or their designee, and then only upon a finding that the activity permitted will not adversely affect natural resources and the open space character of the land.

e. No animal shall graze in any COSCA open space except on property leased for such purpose.

f. No livestock shall be allowed in COSCA open space waters except for trail crossing purposes.

g. Domestic animals or livestock may be prohibited from specific COSCA open space areas at specific times or events at the discretion of the City Manager or CRPD General Manager or their designee.

h. No person shall abandon, leave or deposit dogs, domestic cats, fish, fowl, or other animals, whether dead or alive, on COSCA open space.

SECTION 224 -- ALCOHOLIC BEVERAGES, INTOXICATED PERSONS, DANGEROUS DRUGS

Alcoholic beverages are prohibited on any COSCA open space without prior written approval of the City Manager or CRPD General Manager or their designee. No person shall be allowed on COSCA open space while under the influence of intoxicating liquors or dangerous drugs as defined under California Vehicle Code, Section 23152.

SECTION 225 -- LITTER AND RUBBISH

 Depositing garbage, trash, or other refuse on COSCA open space other than in a receptacle provided therefore is prohibited. Throwing or leaving bottles, glass, or sharp pointed articles is prohibited. Throwing or disposing of wastepaper or combustible refuse in any place in COSCA open space other than in a receptacle maintained for that purpose is prohibited. It is unlawful to use any receptacle for the depositing of garbage, trash, or other refuse not generated and/or used within COSCA open space boundaries.

SECTION 226 -- FIRES AND SMOKING

Open fires, barbeques, and smoking are prohibited in COSCA open space, except in designated areas, and with a permit issued by the Conejo Recreation and Park District.
SECTION 227 – DUMPING

Dumping rocks, soil, grass clippings, branches, leaves, equipment, vehicles, construction materials, furniture, accessories, or any other item or material is prohibited without prior written approval of the City Manager or CRPD General Manager or their designee. Unauthorized dumping is punishable as a misdemeanor as indicated in Section 106.

SECTION 228 – TRESPASSING

Trespassing into areas designated “No Trespassing” is prohibited.

SECTION 229 – COSCA OPEN SPACE CLOSURE

The City Manager or CRPD General Manager or their designee, or any COSCA Ranger may close an open space area at any time to protect public safety and/or protect the resources from damage or threat of damage. Any violation of such closure will constitute a trespass. This section may be enforced without the concurrence of those persons then using the property.

SECTION 230 – UNLAWFUL ADVERTISING, SIGNS, OR BANNERS

It shall be unlawful for any unauthorized person to place or maintain any sign, billboard, or advertisement on any COSCA open space or to attach any sign or advertisement to or upon any COSCA open space improvement. Any sign, billboard, advertisement, defacement, or damage existing in violation of the provisions of this section will be removed immediately.

SECTION 231 – BOATING

Boating shall not be allowed in COSCA open space waters except with the written permission of the City Manager or CRPD General Manager or their designee, and then only in accordance with state laws regarding boating.

SECTION 232 – TEMPORARY CONSTRUCTION

No person shall erect, construct, install, or place any temporary structure, fence, road, equipment, material, sign, or apparatus or perform any construction of any type for any purpose on, below, over, or across COSCA open space, except by written permission from the City Manager or CRPD General Manager or designated representative, and/or the issuance of a COSCA Temporary Encroachment Permit specifying in detail the work to be done and the conditions to be fulfilled pursuant to the terms of such an authorization. Such temporary construction work may only be authorized if it does not adversely affect the natural resources or open space character of the COSCA open space.
SECTION 233 – PUBLIC URINATION

It is unlawful for any person to urinate or defecate in any public place except when using a urinal, toilet, or commode located in a bathroom, restroom, portable restroom, or other structure screened from public view.

SECTION 234 – ENCROACHMENT

a. No person shall encroach, or to make or cause to be made any encroachment over, under, or within any COSCA open space, unless prior written permission is granted by the City Manager and CRPD General Manager or their designee.

b. Encroach and encroachment shall include but not be limited to the performance of any of the following acts:

1. Constructing, placing, storing, or maintaining any obstruction, structure, monument, facility, landscaping, patio, pool, or other physical improvement on, over, under, or within COSCA open space;

2. Erecting or maintaining any post, pole, fence, guard rail, wall, treehouse, swing, bike ramp, bike jump, path, stairs, irrigation line, debris, compost pile or any other structure on, over, under, or within COSCA open space;

3. Planting of any tree, shrub, grass, or other growing thing within COSCA open space;

4. Clearing, removing, or otherwise altering vegetation, rocks, or other natural features in COSCA open space without a valid easement or other authorization from COSCA.

c. The City Attorney, on behalf of COSCA, may enforce and abate encroachments on COSCA open space pursuant to any civil, criminal, and administrative abatement or enforcement procedures available by law.

SECTION 235 – EXCLUSIVE USE

COSCA open space areas shall not be made available for exclusive use by any person, group, or organization.

SECTION 236 – GROUP USE

Reservations are required for use of COSCA open space areas by groups of 25 or more persons. These reservations must be made through the Conejo Recreation and Park District’s reservation system, in accordance with the procedures established in Articles IV and V of the Conejo Recreation and Park District Ordinance Manual. Group reservations are not required for official activities, programs, or hikes which are sponsored, programmed, or supervised by COSCA or CRPD.
SECTION 237 – TRAILS AND TRAIL USE

Unauthorized travel off designated trails is prohibited. The building or maintaining of private or unauthorized paths or trails on COSCA open space is also prohibited.

Trail users must yield to other trail users in the manner defined herein or as otherwise posted at trailheads. Hikers must yield to equestrians. Bicyclists must yield to pedestrians and equestrians, and bicyclists headed downhill must yield to bicyclists headed uphill.

SECTION 238 – BICYCLES

Bicycles and similar devices (e.g., unicycles) shall be allowed in COSCA open space areas under the following restrictions:

a. Bicycles must stay on designated trails and roadways.

b. No person shall operate a bicycle in a reckless or negligent manner so as to endanger public property, or the life, limb, or property of any person or animal. A reasonable and prudent speed limit will be observed.

c. Bicyclists must yield when meeting equestrians and pedestrians. "Yield" means slow down to a speed approximately the same or slower than the equestrian or pedestrian, establish communication, be prepared to stop, and/or move aside to allow other users to pass, and pass safely.

d. No person shall possess or operate a bicycle or similar device in COSCA open space in areas designated or signed to restrict such activity.

e. All state and local regulations regarding helmet use, for minors or adults, shall be followed.

SECTION 239 – NATURE PRESERVES

COSCA has the authority to designate an area as a “nature preserve” to protect the resources and/or flora and fauna. Entrance to such an area shall be prohibited, except with written permission for the purposes of scientific study, a docent-led hike, or other authorized activities. These areas may be posted as "no trespassing."

SECTION 240 – SCIENTIFIC RESEARCH

Individuals wishing to conduct scientific research on COSCA open space must obtain prior written permission from the City Manager or CRPD General Manager or their designee and must complete a COSCA Research Agreement form, available from the COSCA Manager.
SECTION 241 – FILMING AND COMMERCIAL PHOTOGRAPHY

Individuals engaged in the making of movies, still photography, or television films for commercial purposes shall observe the following procedures. Permission to film on COSCA-owned land pursuant to this section may be granted by the City Manager or CRPD General Manager or a designated representative with the following stipulations:

a. Issuance of a COSCA commercial filming permit, available from the COSCA Manager, and compliance with its contents. Requests may be received by letter, telephone, or in person.

b. A certificate of insurance naming COSCA as co-insured on the day or days of filming with the limits of not less than $1,000,000 for public liability and $1,000,000 for property liability, which must be on file with COSCA prior to approval of the permit. The COSCA Board of Directors shall assess a fee for the use of COSCA property for commercial filming or photographic purposes. This fee will be reviewed periodically.

c. Applicants must comply with all City of Thousand Oaks ordinances relating to filming and are responsible for obtaining all necessary City permits as required under those ordinances.

d. The applicant shall provide all personnel and services necessary to the satisfaction of COSCA for crowd control, traffic control, fire control, maintenance, and any other situations that attract potential hazards due to the presence of the filming production. Any COSCA, City or CRPD personnel services provided shall be compensated to COSCA at an hourly rate designated by the City Manager or CRPD General Manager or an authorized agent. The appropriate fee will be established to cover all costs incurred by COSCA or CRPD. At the time of COSCA permit issuance, an estimate of such fees will be given the applicant.

e. The applicant shall be responsible for complete replacement, refurbishing, or payment to COSCA for any damaged, destroyed, or otherwise disturbed property during the time of the filming for which the permit applies.

f. Filming and related activities shall not be allowed if it will cause permanent damage to open space resources, including plants, animals, or cultural, archaeological, historical, or geologic features.

g. All land and open space resources therein shall be returned to their natural condition upon completion of filming.

h. All or a portion of the fees may be waived by the City Manager or CRPD General Manager or their designee for productions when the primary purpose is educational or training, and said organization is a nonprofit corporation within the State of California.
SECTION 242 – GEOCACHING

Geocaching is allowed on COSCA open space only when practiced in accordance with COSCA’s Administrative Guidelines for Geocaching, a document available from the COSCA Manager or Chief Supervising Ranger, and pursuant to all regulations described above.

CHAPTER III

CONTINUATION

SECTION 301 – CONTINUATION

Repeal of any provision of this ordinance herein will not affect any penalty, forfeiture, or liability incurred before, or preclude prosecution and imposition of penalties for any violation occurring before this ordinance’s effective date. Any such repealed part will remain in full force and effect for sustaining action or prosecuting violations occurring before the effective date of this ordinance.

CHAPTER IV

SEVERABILITY

SECTION 401 – SEVERABILITY

If any provision or clause of this ordinance or the application thereof is held invalid or unconstitutional, such declaration shall not affect the other provisions or applications of this ordinance which can be given effect without the invalid provision or application and, to this end, the provisions of this ordinance are declared to be severable.
CHAPTER V

EFFECTIVE DATE

SECTION 501 – EFFECTIVE DATE

This ordinance shall take effect on the thirty-first (31st) day following its final passage and adoption by the COSCA Board of Directors.

PASSED AND ADOPTED THIS 13th day of May, 2009.

Rorie Skel, Chairperson
Conejo Open Space Conservation Agency

ATTEST:

Jim Friedl, Secretary
Conejo Open Space Conservation Agency

APPROVED AS TO FORM:

Amy Albano, Attorney
Conejo Open Space Conservation Agency
CERTIFICATION

STATE OF CALIFORNIA  )
COUNTY OF VENTURA   ) SS.
city of Thousand Oaks )

I, JIM FRIEDL, Secretary of the Conejo Open Space Conservation Agency, DO HEREBY CERTIFY that the foregoing is a full, true, and correct copy of COSCA Ordinance No. 1-2009, that was introduced by said Agency at a regular meeting held April 29, 2009, and adopted by said Agency at a regular meeting held on May 13, 2009 by the following vote:

AYES: Directors Bill-de la Peña, Gibson, Jacobsen, and Skei

NOES: None

ABSENT: Director Fox

I further certify that said Ordinance No. 1-2009 was published as required by law in the THOUSAND OAKS STAR, a newspaper of general circulation printed and published in said City.

Jim Friedl, Secretary
Conejo Open Space Conservation Agency
Fees for Commercial Filming and Still Photography on COSCA Open Space

Effective July 8, 2009

1. Still Photography:
   a. Processing Fee: $85 (non-refundable)
   b. Ranger Fee: $42.50/hr
   c. Site use Fee: $110/day
   d. Cancellation Fee:
      i. Full refund less the processing fee plus a $15 cancellation fee if notified prior to a minimum of 10 working days to scheduled date.
      ii. A cancellation fee of 25% or rental fees plus non-refundable processing fee will be assessed if cancellation is made less than 10 working days prior to scheduled date.

2. Motion Picture Filming:
   a. Processing Fee: $85 (non-refundable)
   b. Ranger Fee: $42.50/hr
   c. Site use Fee: Calculated according to number of vehicles or number of people, whichever determines the larger impact, according to the chart below:

<table>
<thead>
<tr>
<th>Site Use Fees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vehicles</td>
</tr>
<tr>
<td>----------</td>
</tr>
<tr>
<td>C1</td>
</tr>
<tr>
<td>C2</td>
</tr>
<tr>
<td>C3</td>
</tr>
<tr>
<td>C4</td>
</tr>
<tr>
<td>C5</td>
</tr>
<tr>
<td>C6</td>
</tr>
</tbody>
</table>

   d. Cancellation Fee: Calculated according to the following chart, based on the codes in the chart above.

<table>
<thead>
<tr>
<th>Cancellation Fees</th>
</tr>
</thead>
<tbody>
<tr>
<td>More than 10 Days Notice</td>
</tr>
<tr>
<td>--------------------------</td>
</tr>
<tr>
<td>C1</td>
</tr>
<tr>
<td>C2</td>
</tr>
<tr>
<td>C3</td>
</tr>
<tr>
<td>C4</td>
</tr>
<tr>
<td>C5</td>
</tr>
<tr>
<td>C6</td>
</tr>
</tbody>
</table>
3. **Security Deposit**: For any filming projects which are determined by the COSCA Manager or CRPD Park Superintendent to have the potential to damage open space resources or require site restoration, a security deposit may be required. The security deposit amount is determined by estimating the cost of monitoring and site restoration. If the site is not restored to COSCA's satisfaction at the conclusion of filming, COSCA may use all or a portion of the security deposit to complete the site restoration. If surplus remains after the restoration has been completed, the surplus is returned to the permittee.

The security deposit will be released when the COSCA Manager or CRPD Park Superintendent or their designee determines that site restoration is complete or not required. If the security deposit does not cover all costs associated with restoration, COSCA may bill the permittee for the difference.

4. **Non Profit Filming or Photography**: 50% of the above rates, or as otherwise determined by the City Manager or CRPD General Manager or their designee.

5. **Student Filming or Photography**: $85 processing fee required, all other fees may be waived at the discretion of the City Manager or CRPD General Manager or their designee. Student I.D. plus letter from Dean or similar required as proof of student status.

**Notes**: Daily fees shall apply to a 12-hour day or a fraction thereof. Additional fees may be assessed by the City Manager or CRPD General Manager or their designee in the event that a major impact on open space areas is anticipated due to production activities.
Wireless Communications Facilities

Wireless communications facilities may be permitted by the Board in open space areas owned by COSCA if it is necessary to locate such facilities there for technical reasons, and if the facility is attached to an existing structure and does not materially diminish the open space character or attractiveness of the site. Where permitted on open space land, all wireless communications facilities shall closely adhere to the City of Thousand Oaks' policy regarding such facilities in open space zones due to the sensitive scenic and recreational value of the natural open space system. Appurtenant structures such as equipment housing and power supplies shall be located underground, unless, due to extenuating circumstances such as geological conditions, the location of such facilities in an underground vault is not technically feasible.
Attachment C

EXISTING OPEN SPACE AREAS
## Existing COSCA Open Space Areas

<table>
<thead>
<tr>
<th>Name</th>
<th>Total Acreage</th>
<th>Appx. Acreage owned by COSCA</th>
<th>Appx. Acreage Owned by Others (Name)</th>
<th>Managed by COSCA</th>
<th>Public Access</th>
<th>Resource Management Plan</th>
<th>Connection to Park or Open Space Area Managed by Other Agencies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alta Vista Open Space</td>
<td>43</td>
<td>11</td>
<td>32 (Homeowner Association)</td>
<td>Yes (11)</td>
<td>No, informal only</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>Arroyo Conejo Open Space (includes the Arroyo Conejo Nature Preserve)</td>
<td>328</td>
<td>320</td>
<td>6 (City) 2 (Private)</td>
<td>Yes (326)</td>
<td>Yes (No access into Nature Preserve)</td>
<td>Yes</td>
<td>Rancho Sierra Vista (Santa Monica Mountains NRA)</td>
</tr>
<tr>
<td>Conejo Canyons Open Space</td>
<td>1,628</td>
<td>303</td>
<td>945 (City) 380 (Private)</td>
<td>Yes (1,248)</td>
<td>Yes</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>Conejo Ridge Open Space</td>
<td>404</td>
<td>146</td>
<td>224 (MRCA) 34 (City)</td>
<td>Yes (180)</td>
<td>Yes</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>Deer Ridge Open Space</td>
<td>188</td>
<td>117</td>
<td>3 (City) 68 (Private)</td>
<td>Yes (117; trail maintenance only-68)</td>
<td>Yes</td>
<td>No</td>
<td>Rancho Sierra Vista (Santa Monica Mountains NRA)</td>
</tr>
<tr>
<td>Dos Vientos Open Space</td>
<td>1,230</td>
<td>158</td>
<td>743 (City) 149 (MRCA) 1 (NPS) 179 (Private)</td>
<td>Yes (1,050)</td>
<td>Yes</td>
<td>No (draft plan was prepared by consultant in 1990s)</td>
<td>Rancho Sierra Vista (Santa Monica Mountains NRA)</td>
</tr>
<tr>
<td>Fireworks Hill Open Space</td>
<td>33</td>
<td>0</td>
<td>33 (City)</td>
<td>Yes + City</td>
<td>No, informal only</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>Glider Hill Open Space</td>
<td>57</td>
<td>0</td>
<td>57 (HOA)</td>
<td>Yes (trail maintenance only-57)</td>
<td>Yes</td>
<td>No</td>
<td></td>
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<tr>
<td>Hope Nature Preserve</td>
<td>348</td>
<td>348</td>
<td>0</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td></td>
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<tr>
<td>Knoll Open Space</td>
<td>21</td>
<td>21</td>
<td>0</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>Labisco Hill Open Space</td>
<td>24</td>
<td>0</td>
<td>24 (City)</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>La Jolla</td>
<td>15</td>
<td>0</td>
<td>15 (City)</td>
<td>Yes</td>
<td>Yes-Future (proposed trail)</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>Lake Eleanor</td>
<td>516</td>
<td>516</td>
<td>0</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>Lang Ranch Open Space</td>
<td>863</td>
<td>79</td>
<td>525 (City) 160 (SMMNRA/NPS) 90 (RSRPD) 9 (HOA)</td>
<td>Yes (604)</td>
<td>Yes</td>
<td>No</td>
<td>Oakbrook Regional Park (CRPD)  Oak Canyon (Rancho Simi RPD)</td>
</tr>
<tr>
<td>Los Padres Open Space</td>
<td>187</td>
<td>160</td>
<td>8 (City) 19 (HOA)</td>
<td>Yes (168)</td>
<td>Yes</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>Los Robles Open Space</td>
<td>357</td>
<td>357</td>
<td>0</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>Los Vientos Open Space</td>
<td>28</td>
<td>28</td>
<td>0</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td></td>
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<tr>
<td>Lynmmere Open Space</td>
<td>107</td>
<td>107</td>
<td>0</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>Name</td>
<td>Total Acreage</td>
<td>Appx. Acreage owned by COSCA</td>
<td>Appx. Acreage owned by Others (Name)</td>
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<td>Public Access</td>
<td>Resource Management Plan</td>
<td>Connection to Park or Open Space Area Managed by Other Agencies (Name)</td>
</tr>
<tr>
<td>-------------------------------------------</td>
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<td>---------------------------------------------------------------------</td>
</tr>
<tr>
<td>McCrea Open Space (including McCrea Wildlife Refuge)</td>
<td>326</td>
<td>73</td>
<td>186 (CRPD) 55 (City) 12 (Private)</td>
<td>Yes (128)</td>
<td>Yes-Future (Proposed trails)</td>
<td>No</td>
<td>• Lang Ranch – Montogomery Ranch</td>
</tr>
<tr>
<td>Mt. Clef Ridge Open Space</td>
<td>212</td>
<td>84</td>
<td>11 (CRPD) 23 (City) 11 (MRCA) 74 (CLU) 9 (Private)</td>
<td>Yes (129) Yes (trails only-74)</td>
<td>Yes</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>North Ranch Open Space</td>
<td>2,595</td>
<td>2,304</td>
<td>100 (City) 136 (HOA) 55 (Private)</td>
<td>Yes (2,404) Yes (trails only-136)</td>
<td>Yes</td>
<td>No</td>
<td></td>
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<tr>
<td>Oakbrook Regional Park (CRPD)</td>
<td>425</td>
<td>0</td>
<td>422 (CRPD) 3 (Oakbrook Park Indian Corp.)</td>
<td>No</td>
<td>Yes (fee?)</td>
<td>No</td>
<td></td>
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<tr>
<td>Old Conejo Open Space</td>
<td>38</td>
<td>38</td>
<td>0</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>Old Meadows Open Space</td>
<td>48</td>
<td>0</td>
<td>28 (City) 20 (CRPD)</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>Potrero Ridge Open Space</td>
<td>209</td>
<td>188</td>
<td>1 (City) 8 (VCWPD) 13 (private)</td>
<td>Yes (189)</td>
<td>Yes</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>Rancho Potrero</td>
<td>316</td>
<td>316</td>
<td>(City leases 20 acres for public equestrian center)</td>
<td>Yes (296)</td>
<td>Yes</td>
<td>No</td>
<td>Connection to Santa Monica Mountains NRA</td>
</tr>
<tr>
<td>Skyline Open Space</td>
<td>59</td>
<td>43</td>
<td>16 (City)</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>South Ranch Open Space</td>
<td>662</td>
<td>621</td>
<td>24 (City) 17 (CRPD)</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td></td>
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<tr>
<td>Southshore Hills Open Space</td>
<td>13</td>
<td>13</td>
<td>0</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td></td>
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<tr>
<td>Summit House Open Space</td>
<td>34</td>
<td>32</td>
<td>2 (City)</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td></td>
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<tr>
<td>Sunset Hills Open Space</td>
<td>410</td>
<td>326</td>
<td>2 (City) 50 (Ventura County) 32 (Private)</td>
<td>Yes (328) Yes (trails only-32)</td>
<td>Yes</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>Tarantula Hill</td>
<td>47</td>
<td>47</td>
<td>0</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>Venut Park</td>
<td>141</td>
<td>141</td>
<td>0</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
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<tr>
<td>Walnut</td>
<td>9</td>
<td>9</td>
<td>0</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td></td>
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<tr>
<td>Wildwood Park</td>
<td>1732</td>
<td>621</td>
<td>1,111 (CRPD)</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>Woodridge Open Space</td>
<td>622</td>
<td>441</td>
<td>181 (City)</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>• Lang Ranch – Montogomery Ranch</td>
</tr>
<tr>
<td>Name</td>
<td>Total Acreage</td>
<td>Appx. Acreage owned by COSCA</td>
<td>Appx. Acreage Owned by Others (Name)</td>
<td>Managed by COSCA</td>
<td>Public Access</td>
<td>Resource Management Plan</td>
<td>Connection to Park or Open Space Area Managed by Other Agencies (Name)</td>
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<td>--------------------------</td>
<td>---------------------------------------------------------------------</td>
</tr>
<tr>
<td>Zuniga Ridge</td>
<td>1</td>
<td>0</td>
<td>City</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>Open Space (Rancho Simi Recreation and Park District)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Lang Ranch – Jordan Ranch (Santa Monica Mountains NRA)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Cheeseboro / Palo Comando Canyons (Santa Monica Mountains NRA)</td>
</tr>
<tr>
<td>TOTAL</td>
<td>14,276</td>
<td>7,968</td>
<td></td>
<td></td>
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</tbody>
</table>
CURRENT AND FUTURE COSCA PARTNERS

- Conejo Open Space Foundation (COSF)
- Conejo Open Space Trails Advisory Committee (COSTAC)
- Ventura County Resource Management Agency
- Ventura County Planning Department
- Ventura County Parks Department
- Ventura County Fire Protection District
- Mountains Recreation and Conservation Authority (MRCA)
- Santa Monica Mountains Conservancy
- Santa Monica Mountains Trails Council
- National Park Service – Santa Monica Mountains Recreation Area
- California State Parks
- Callegaus Municipal Water District
- Conejo Valley Unified School District
- California Lutheran University
- Rancho Simi Recreation and Park District
- Watershed Coalition of Ventura County (WCVC)
- California State University Channel Islands
- Oakbrook Chumash Interpretive Center, Inc.
- Multiple Homeowner Associations within the Conejo Valley
- Southern California Edison
- Santa Rosa Valley Trails, Inc.
- Concerned Off-Road Bicyclists Association
- Pleasant Valley Recreation and Park District
- Outdoor Unit of Conejo Recreation and Park District
- Equestrian Trails Incorporated
- California Department of Fish and Game
- Sierra Club
- Conejo Valley Audubon Society
FUNDING MECHANISMS

Description of Financing Mechanisms for Local Park and Open Space Agencies

A variety of financing methods are used by governmental agencies to finance the acquisition, development, maintenance, and operation of parks and recreation facilities. COSCA is already utilizing several of these mechanisms. This listing is not intended to make any recommendation as to what mechanisms are appropriate for COSCA.

Property Tax Financing

The residents vote for a “special” tax for a defined period of time. The tax is assessed on commercial and residential property. This type of tax offers a steady stream of revenue to develop and maintain parks. Unless a tax is a “general tax,” a two-thirds vote of the community or affected area is required. Property taxes are relatively easy to administer at the local level, revenues can be accurately predicted, and the tax burden is equitably distributed.

Perhaps the most important factor when considering a property tax-backed parks and open space measure is track record. Despite the dislike of property taxes, voters in many communities have been willing to accept an increase when revenues are specifically earmarked for parks.

Assessment Districts

Benefit Assessment Districts: An assessment district is a special purpose mechanism available to local government agencies for developing and maintaining facilities and resources in a defined geographic area. The costs of the facilities are recaptured based on a benefit/assessment spread. They can be established by local government using its authority under the Lighting and Landscape Act of 1972 (L&L) or by voter initiative. The assessments are made on cost per lot, per acre, or some other parcel-by-parcel basis. With the passage of Proposition 218, agencies are now required to have the property owners vote on any new or increased assessment. The process uses a mailed ballot to property owners. Each ballot is weighted by the assessment it represents. If a majority of the weighted ballots are in support, the assessment district is adopted by a Governing Board resolution.

Mello Roos Community Facilities District (CFD): A Special District is created to provide certain public facilities and services in a given area. A special tax is imposed on property owners to finance specific public projects. It is secured by taxes within the district and is levied each year for public projects. Taxes can also support maintenance.
Mello-Roos is California’s state enabling legislation for this type of district. Park and recreation facilities may be funded in this way but a two-thirds voter approval is necessary. Unlike Special Districts these districts lack a governmental structure with management responsibilities. Mello-Roos is most commonly used in newly developing areas and used in combination with other developer-based funding, such as impact fees and development agreements.

**Borrowing**

**General Obligation Bonds**: A General Obligation Bond is secured by the public agency's taxing power and is the least expensive form of public debt for public improvements. A general obligation bond is essentially a loan taken out by a city, county or special district against the value of the taxable property in the locality. A bond requires two-thirds voter approval. If passed by voters *ad valorem* taxes are simply increased by a specific amount for a specific period. Bond measures require strong support from the community to pass. The advantage of the bonds is that they allow for immediate purchase of land and distribute the cost of the acquisition. Bond proceeds cannot be used for maintenance and operations.

Revenue Bonds are paid from a tax levied for the use of a specific public project or with the proceeds from the fees charged to those who use the facility that the bonds finance. These bonds are not constrained by debt ceilings like general obligation bonds. Voter approval is rarely required, since the government is not obligated to repay the debt if the revenue stream does not flow as predicted. Revenue bonds are more expensive to repay than general obligation bonds.

**Certificates of Participation (COPs)**: are financing techniques that provide long term financing through a lease, installment sale agreement, or loan agreement. They do not constitute indebtedness under the state constitutional debt limitation and are not subject to the statutory requirement applicable to bonds. They are securities designed for the small investor. COPs require identification of a revenue source for repayment before issuance. Park and recreation facilities with user fees such as golf courses, swimming pools, and theatres, are the most viable improvements for this type of financing. Cities, districts, and counties will often pool several public facilities in one issue and pledge future general fund or enterprise revenue for the repayment.

**Development Related Fees**

**Development Agreements**: A Development Agreement is a negotiated contract between a local agency and a land developer. The developer is given the vested right to subdivide and develop in exchange for negotiated exactions. These exactions may include public utilities and public park and recreation facilities. These are voluntary agreements and the agency can negotiate public facility improvements beyond those required by state or local mandates. The improvements required may benefit those outside the development area, thus avoiding the "nexus" requirement of impact fees.
Mitigation Land Banking

For decades, mitigation has helped communities lessen the adverse impact of development by requiring developers to set aside key portions of sensitive land. This mitigation can either take place on the site where the development is occurring or off-site. Off-site mitigation allows developers to contribute to a land bank and protect sensitive natural areas and wetlands in other parts of the community.

Mitigation land banking is often the best option when development violations have already occurred on-site or when key natural areas are targeted for protection. It also offers local governments flexibility in their land use decisions and gives communities the ability to protect a single, larger area rather than smaller, scattered tracts of land. By doing so, mitigation provides the greatest value for people, wildlife, and threatened ecosystems.

Although most people recognize it as a tool for wetlands and habitat protection, mitigation does have potential applications for redevelopment, including parks. In the City of Tampa, Florida, plans call for using mitigation leverage under Section 106 of the federal Historic Preservation Act to secure highway monies. These funds will be used not only to move historic homes out of the path of freeway expansion but also to create a linear park -- alternative transportation and a buffer to the historic neighborhood. State matching funds will be used to help pay for the project, which will be owned by the Department of Transportation and managed by the City of Tampa.

Other Taxes

Sales Taxes: The cornerstone of the state-local revenue system in virtually every region of the country, the sales tax is the second largest source of income for state and local governments and typically the most popular tax among voters. Sales taxes are either general or specific in form. General sales taxes are levied on the sale of goods or services at the retail level. Specific or selective sales taxes are imposed on specific items such as alcohol, tobacco and gasoline and sometimes earmarked for specific projects. In California, increased sales tax to support transit services is used by many local jurisdictions. Sonoma County parks receive support from tobacco taxes. Sonoma County Agricultural Preservation and Open Space District is funded through ¼ cent sales tax.

Transit Occupancy Tax (TOT): often called bed taxes can be assessed on hotel rooms, campgrounds and other lodging facilities. The taxing authority is the local government agency. This use tax impacts tourists and not local residents, so it is easier to implement. Because many park facilities serve tourists these funds can be used for both park development and maintenance. Lake County and Sonoma County parks receive funding for improvements and maintenance of parks from TOT in those counties.

Real Estate Transfer Tax: A real estate transfer tax is a tax levied on the sale of certain classes of property: residential, commercial or industrial that increases with the size of
the property being sold. Sometimes sellers (who have typically seen the value of their homes rise over the years) foot the bill. Other times the cost is imposed on buyers, who, it is argued, are making an investment in the future of a community.

At the local level, the real estate transfer tax can create substantial funds for park and open space acquisition, particularly in fast-growing communities. This type of tax requires voter approval. Winning approval in the face of special interest opposition has proven to be an obstacle for some communities. The City of San Jose has a Construction and Conveyance Tax of this type.

**Natural Heritage and Preservation Tax Credit Act of 2000**

Through this program $100 million in tax credits are available to landowners interested in donating in fee or easement qualified lands and water. The intent is to protect and conserve open space, agricultural lands, wildlife habitat, and state and local parks. The state tax credits are available to landowners interested in donating qualified lands to state resource departments, local government entities and qualified non-profit organizations for conservation purposes.

**State and Federal Grants**

Numerous governmental agencies provide grant opportunities for local park and recreation agencies. Many grant programs are dependent on the passage of bond measures and state or federal legislative action. The availability of funds can vary from year to year. Many require matching funds from the local agency. The programs have specific project criteria that applicants must meet. Although there are some grants available for operations and recreation/educational programs, most of the state and federal programs focus on the acquisition, development and improvement of parks, trails, recreation facilities and the protection of natural resources. Some agencies such as the Department of Education, Department of Health Services and EPA provide funding for educational programs. In the future, COSCA can increase its potential for grants by collaborating with other public agencies and local school districts. COSCA may not always need to be the lead agency applying for the grant. In some cases it may be the facilitator or partner in seeking funds with other agencies or non-profit organizations.

State agencies manage the legislative funding and voter-approved propositions that provide funds for park and recreation agencies. In addition, federal funds are often funneled through state agencies that manage the grant programs. For example, the federal Land and Water Conservation (LWCF) grants and federal transportation enhancement funds (SAFETEA-LU) are managed by the California Department of Parks and Recreation. Some of the key state departments that manage grants that benefit local parks and recreation include the following:

- California Resources Agency
- California River Parkways
- Urban Greening/Sustainable Communities
- Environmental Enhancement Mitigation Fund (EEMP)
• Department of Conservation
• Department of Fish and Game
• Wildlife Conservation Board
• Department of Boating and Waterways
• Department of Forestry and Fire Prevention
• Department of Parks and Recreation
  ▪ Habitat Conservation Fund
  ▪ Recreation Trails Fund
  ▪ Park Bond Funding when available
• Department of Water Resources
  ▪ Flood Protection Corridor Program
  ▪ Urban Stream Restoration
  ▪ Proposition 1E Floodway Corridor Program
• California Conservation Corps
• State Coastal Conservancy
  ♦ California Coastal Commission Whale’s Tail Program
  ♦ Department of Transportation
  ♦ California State Library - California Cultural Heritage Endowment
  ♦ California Environmental Protection Agency
    ▪ Integrated Waste Management
  ♦ Department of Agriculture
  ♦ Department of Education
  ♦ Department of Health Services
  ♦ California Arts Council
  ♦ Office of Criminal Justice Planning
  ♦ Office of Historic Preservation
  ♦ California Department of Aging
    ▪ Local Riverside County Council on Aging
  ♦ Housing and Community Development
    ▪ Proposition 1C Housing Related Parks
  ♦ University of California.

There are some federal agencies that directly manage grant programs that provide funding that can benefit local parks and recreation including the following:

♦ Department of Agriculture
♦ National Endowment for the Arts
♦ Environmental Protection Agency
♦ Institute of Museum and Library Services
♦ Department of Energy
♦ Department of Education
♦ National Oceanic and Atmosphere Administration - A Coastal Zone Estuaries
♦ North America Wetlands Conservation Act
♦ Health and Human Service Department
  ▪ Center for Disease Control (CDC)
♦ Housing and Urban Development
  ▪ CDBG Grants through Local Agencies
Foundation Grants

There are many foundations throughout the nation that offer funding opportunities that could benefit park and recreation agencies. Funding is often available for programs unlike state grants that focus on park improvement and facilities. The foundations often focus on programs that reach underserved populations. Some well known California foundations that have provided grant funding to public park and recreation agencies include: the Packard Foundation, Kaiser Foundation, Irvine Foundation, the California Endowment, and the Wellness Foundation. Community Foundations also support local programs. Many foundations will give directly to a public agency; others will give only to non-profit 501(c)3 organizations. COSF could take the lead to pursue grants limited to non-profit organizations. The JPA could also collaborate with other public agencies and non-profit organizations in pursuit of grants that identify local partnership as grant criteria.

Revenue from Operations

User Fees: For use of park and recreation facilities and programs, these fees are common throughout the nation. User fees include picnic area reservations, facility rentals, and parking and entry fees. Fees for events and programs offered by park agencies are often used. If the program has value the public will pay. Many public agencies charge non-resident fees for users outside their jurisdiction.

Property Leases: Because park agencies have extensive land holdings, the potential to lease land for special uses that are compatible with park and recreation use can generate additional revenue. Grazing leases along with radio and cell phone tower lease agreements have become prevalent throughout California.

Sponsored Facilities Programs and Events (Naming Rights): There is a growing recognition by corporations, associations, and others in the private sector that parkland and recreation programs are worthy of their involvement due to positive public values. And there is a growing boldness on the part of park and open space agencies to ask for financial payments in return for those associations. This is leading to a wide array of sponsored programs ranging from one-time large group activities such as runs or concerts, to advertising promotions that utilize a public spaces as a backdrop, to the use of logos or brand names in return for donations of money, goods or services.

Raising corporate and philanthropic money to construct, improve or rehabilitate physical structures in parks is often relatively easy. In addition to direct contributions many corporations will acquire naming or licensing rights from public agencies to advertise their name/product. This practice has several different levels and can include the naming of buildings, advertising on public property or license rights to the agency’s name and other intellectual property. Typically the agency and corporation negotiate terms for the granting of the rights. This can be an effective tool particularly for highly visible facilities or events e.g., stadiums, zoos, major sport or cultural events.
Private Giving

Non Profit Foundation: Many individuals, private foundations, and corporations are happy to contribute to park agencies and programs solely to improve the community in which they live or operate. Donations can be made for capital projects as well as programs. This method of funding is greatly enhanced when a 501(c) 3 organization is in place to support the effort of the public park agency. COSCA has relationship with COSF. This can provide a vehicle for a capital fund drive and a means to build community support. There should be well-defined projects and specific costs to be funded. The foundation acts as a conduit for receiving private donations from entities that might otherwise be reluctant to donate to a public entity. In addition, the donor can receive tax benefits. Another option is to set up a Donor Advised-Restricted Fund with a local Community Foundation. Either option provides an organization that can partner with other non-profits (such as churches, service clubs and organizations) as well as private companies to jointly develop park and recreation facilities. Through a planned giving program, the potential to receive bequests and endowments for open space and recreation will grow in the next 15 years when there is projected to be a nationwide, intergenerational transfer of wealth estimated at $16 trillion.

Voluntary Utility Donations: Several municipalities have partnered with Utilities Districts allowing customers to make a donation for park, open space and/or recreation programs as part of their monthly bill. Scottsdale Cares in Scottsdale, Arizona has raised $1 million, one dollar at a time added to utility bills, to fund local youth programs.

Adopt-a-Park or Trail Programs: This type of program could generate funds from Corporate donations, individual donations, or volunteer time to provide maintenance for parks or facilities.

Fund-Raising Events (concerts, raffles, etc.): While these are not a major source of funds, such events could contribute to an overall effort toward capital funding for a specific facility. Funds raised from such events could be channeled through the non-profit foundation described above.

Collaborative Financing

Public/Private Partnership Ventures: This type of venture takes advantage of the potential revenue-generating facilities such as golf courses, pistol ranges, multi-sports complexes, and restaurant / snack facilities. Projects can be jointly funded using public and private financing. Another method is the public agency provides that land and outsources the development and operation to a private company that will build and operate turn-key facilities through lease or concession agreements. Private capital is used for the improvements to the public park and in turn the developer makes a profit from the fee-based recreation activity. This concept works well for large regional parks that can accommodate the specialized uses.

Public/Non-Profit Partnerships: Are joint ventures with local non-profit organizations that can be an effective approach for some recreation facilities, trails, and open space.
These might be youth serving organizations or special interest groups such as hiking, bicycling clubs, dog owners and other community organizations that need facilities. By joining forces, fundraising ability can be enhanced and joint development of community recreational facilities in public parks can be accomplished. With their strong volunteer support these organizations often provide in-kind labor to improve park facilities for their use.

Non-profit conservation organizations such as Land Trusts, Friends of the River, Sierra Club, and others can be instrumental in working with public agencies to acquire and preserve open space, sensitive habitats, or natural areas.

Affinity Cards

Affinity Cards are partnerships between non-profit or public agencies and credit card companies. Revenue to the agency is generated on a per-transaction basis or percentage of card purchases. A minimum of 10,000 names and addresses must be on the list to qualify for an affinity card program.

Volunteerism

Californians have shown a high willingness to contribute to their communities by volunteering. Volunteer labor and donations of money, services or material are potentially attractive resources for agencies that cannot afford to pay additional staff or make purchases beyond the budget for expenditures. As baby boomers age and retire there will be a growing pool of talented volunteers. COSCA is already actively using volunteers for education programs and trail work days. Examples of volunteer projects include tree plantings, mentoring, youth-group park improvement projects, or adopt-a-park and adopt-a-trail-component donations. Park and open space agencies can consider seeking out scout groups for specific Eagle Scout or Gold Award projects such as picnic table slabs, painting projects, trails, murals, gardens or gazebos. Agencies can also seek out Sheriff’s work crews or court-mandated community service crews for projects like litter removal, creek clean up, or trail maintenance.

Most communities have service clubs: (Rotary, Kiwanis, Lions, Soroptimists) a Chamber of Commerce and business associations and a faith-based and neighborhood associations who can contribute to the betterment of park and recreation programs in their area. Many of these groups do support community programs. To sustain the interest and support of these groups it helps if agency staff members actively participate as members of the organization or serve on the boards of directors. Another way to form this connection is to invite those organizations to serve on the park and recreation agency’s committees and advisory boards.
Conejo Open Space Conservation Agency Strategic Plan

INITIAL INTERVIEWS SUMMARY

Prepared for:

CONEJO OPEN SPACE CONSERVATION AGENCY

Prepared by:

2M Associates
Barbara Harison & Associates

DRAFT: November 7, 2011
INTRODUCTION

The Conejo Open Space Conservation Agency (COSCA) is a joint powers agency of the City of Thousand Oaks and the Conejo Recreation and Park District (CRPD) that acquires and manages open space within the Conejo Valley.

In 2011 the COSCA Board of Directors authorized the preparation of a long-range strategic plan. As a first step in the development of the Strategic Plan a series of informal conversations were conducted about the state of COSCA and individuals’ ideas for the future. A general listing of potential topics for discussion was provided in advance of the interviews (see Attachment A). The discussions were open-ended and the topics were wide-ranging. General topics included COSCA’s mission, visions for the future, governance and partnerships, operations, public outreach/perceptions, open space resources, and public use of those open space resources.

Interviews were conducted on July 26, 27, and 28, 2011 and August 30, 2011 with the following individuals and groups:

**COSCA Board of Directors**
- Rorie Skei, Chair (Public Representative)
- Joe Gibson, Vice-Chair (Conejo Recreation and Park District, Board of Directors)
- Claudia Bill-de la Peña, Director (City of Thousand Oaks, City Council)
- Andrew Fox, Director (City of Thousand Oaks, City Council)
- Mark Jacobsen, Director (Conejo Recreation and Park District, Board of Directors)

**COSCA Staff**
- Kristin Foord, COSCA Manager
- Shelly Austin, COSCA Associate Planner

**COSCA Rangers (group interview)**
- Bruce Pace, Park Ranger II
- Kevin Smith, Park Ranger II
- Jane Fawke, Park Ranger II
- Dustin Patterson, Park Ranger I
- Kari Tam, Park Ranger I
City of Thousand Oaks Staff
• Scott Mitnick, City Manager
• John Prescott, Community Development Department Director
• Mark Towne, Community Development Department Deputy Director
• Rick Burgess, Senior Planner/Environmental Planner
• Amy Albano, City Attorney
• Patrick Hehir, Assistant City Attorney/COSCA Attorney

Conejo Recreation and Park District (CRPD)
• Jim Friedl, General Manager
• Matt Kouba, Park Superintendent

Open Space Supporters:
• Elayne Haggan
• Burt Elliott
• Tex Ward (former CRPD General Manager)

Conejo Open Space Foundation:
• Julie Osborn-Gourley, President

Conejo Open Space Trails Advisory Committee Members (group interview):
• Dennis Anderson (hiker)
• Steve Bacharach (bicyclist / runner)
• Ginny Bowers (equestrian)
• Jack Dwyer (bicyclist)
• Mark Langton (bicyclist)
• Paul Smith (hiker)
• Nancy Taylor (equestrian)

In addition to the interviews, COSTAC members were asked to fill out a questionnaire expressing opinions and priorities for a variety of open space goals and programs. The results of this questionnaire are presented in Attachment B.
SUMMARY OF COMMENTS

NOTE: This information is simply a summary of interview comments and not intended as a comprehensive background review or report on all possible COSCA history, achievements, and issues.

1. HISTORY
   - The predecessor to COSCA was Conejo Nature Preserve, a non-profit organization. The original idea of a joint powers authority was to preserve the ring of open space, unifying the scenic viewshed presented by the hills of the Conejo Valley.
   - The existing open space land inventory was predominantly achieved through the planning and development process via land dedications. Some lands were donations and some purchases.
   - COSTAC was formed because of a citizen initiative but was strongly supported by the COSCA Board.

2. DIRECTION FOR THE STRATEGIC PLAN
   - COSCA is transitioning from a land acquisition mode to a management and stewardship mode.
   - Goals, objectives, and priorities need to be in writing. Need a clear plan and guidelines for all to follow.
   - COSCA strategic plan should be consistent with the Conservation Element of the Thousand Oaks General Plan.
   - A guide for future generations.

3. MISSION
   - The CRPD includes “open space” in its mission statement, adopted in 2010 as part of a 5-year strategic plan.

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

   - The City of Thousand Oaks has a broad mission statement, 10 goals, and 10 priorities that are reviewed annually and that focus its services. Two goals directly relate to open space lands.

     Mission: Extraordinary service to the citizens we serve is our purpose and product.

     Goal: Complete ring of open space around the City; Protect and preserve ridgelines, natural habitat, and designated open space areas.

     Goal: Provide and enhance essential infrastructure as City transitions from a “growth” to a “maintenance” community, to ensure that
the goals and policies of the Thousand Oaks General Plan are carried out and the City retains its role and reputation as a leader in protecting the environment and preserving limited natural resources.

Priority: Acquire more open space, effectively manage existing open space, and obtain a final decision on proposed Santa Rosa Valley Park project.

Key words and phrases suggested for consideration in the COSCA Mission Statement include:

- Acquire and manage
- Preserving open space and enhancing recreation and public access
- Preserve, protect, educate, and acquire
- Protect, stewardship, outdoor recreation, public access
- Protect, preserve, maintain, access, education, expansion, volunteers, simplicity of management, enrich lives
- Active management, compatible recreation
- Manage and enhance
- Maintenance and stewardship
- Coordination, resource management, conservation, interpretation
- Acquire, maintain, enhance, educate
- Accessible to and used by the public
- Preservation, quality
- Preserve, protect, restore, conserve
- Provide a unique, safe outdoor experience
- Set in stone to help preserve
- Preservation and education
- Protect – stop encroachment, prevent overuse, vandalism, save animal habitat
- Maintain – open space and trails
- Promote its use
- Expansion
- Use of volunteers
- Simplicity (i.e. no overly officious management, don’t use NPS or CA State Parks as a model, our management is far better than State Parks and NPS).
- Enrich peoples’ lives

It was noted that the words “protect” and “manage” may be at odds with each other in that protect may imply not being able to use land where manage implies active stewardship and is more flexible.

4. VISION
There was general agreement that the ring of open space should be completed and that land acquisition should continue as opportunities arise. The importance of open space to the quality of life for residents in the Conejo Valley has been consistently
highlighted in the community attitude surveys conducted by the City of Thousand Oaks.

Looking toward the next 15 to 30 years, other thoughts include:

- Open space lands should be sacrosanct (in perpetuity), not developed, and conserved for open space and habitat values.
- Open space lands should be primarily used for passive recreation and/or enjoyment although some active recreation might be appropriate where it does not negatively impact the natural resource base.
- Active stewardship that balances uses of open space lands with rehabilitation and restoration of its resources.
- Emphasize open space areas as “local” open spaces, not regional features. The focus should be on 130,000 residents’ needs, not those of visitors from a greater geographic region.
- Emphasize visual benefits of aesthetics but also allow space with access for recreation
- Enable use of open space with limited amenities such as parking, trail connections, and ADA access
- Wilderness at your back door – a gateway to experiencing wild lands
- Better linkages and integrate open space areas with CRPD park system and City pedestrian and bicycle trails/routes.
- Physical and mental well-being through access to nature.
- “Working” open space that accommodates area residents’ passive outdoor recreation needs.
- Interpretation of resources through schools/universities at all levels
- Adequate funding for both capital projects and ongoing operations and maintenance
- Expanded partnerships (for COSCA)
- Integrate open space resource management planning with regional watershed management planning

5. GOVERNANCE AND PARTNERSHIPS

COSCA Joint Powers Agreement

While there are opinions about the economy of a Joint Powers Agreement (JPA), the consensus is that the JPA works and has served the residents of the Conejo Valley well. While it might be improved, the JPA takes advantage of the unique skills of the individual agencies such as legal, planning, GIS, engineering, and environmental review services of the City, and the outdoor recreation programs and operation services of the CRPD. The JPA also provides an overlay of security (checks and balances) in protecting open space lands through a public process that would not necessarily be present if either one of the JPA partners were to absorb the functions of COSCA. This security is complementary to the strength of the Thousand Oaks General Plan, related zoning ordinances, and Measure E that requires a majority vote by Thousand Oaks residents for changes to open space areas as identified in the City’s General Plan up to the year 2030 (see Attachment C).
Other comments included:

- The COSCA Board is strong and committed.
- The public member plays an important role on the Board.
- Though COSCA involves a formal JPA, the City and CRPD have also partnered on other separate projects on a case-by-case basis.
- The City funds numerous open space and CRPD capital improvement projects and owns recreation facilities that CRPD uses.
- Both one-time and recurring cost savings might be provided by combining overlapping administrative and support functions of CRPD and City.
- To the public the JPA is confusing as it’s hard to know who is in charge.
- The COSCA decision structure is sometimes not clear between the City and CRPD. Either may act independently on day-to-day matters. Some major decisions don’t necessarily go to the Board.
- CRPD staff decisions can be made quickly between the General Manager and the staff. The City is larger with a more elaborate layer structure between the City Manager’s office and COSCA staff, sometimes resulting in a longer period for action.
- Both JPA partners have common objectives; they need each other and this framework functions well. Trust is key to the continued success of the JPA.

**Conejo Open Space Trails Advisory Committee (COSTAC)**

- COSTAC is good and provides valuable input to the Board.
- Its various programs supported in part by the Conejo Open Space Foundation (e.g., trail patrols, trail watch, trail education days, adopt-a-trail, trail work day) are successful and are only restrained by availability of organizational support.
- The COSCA Volunteer Corps Manual was a milestone in advancing volunteerism.
- The “multi-use” trail system is a strength. Elsewhere there is infighting between trail user groups. The COSTAC committee is fairly unique because disagreements are settled internally.

**Conejo Open Space Foundation (Foundation)**

- The Foundation funds volunteer programs and would like to expand that capability.
- The Foundation does not have much direct interface with COSCA Board.
- Builds on support both from the Conejo Valley and in Santa Rosa Valley (outside city limits).

**Land Ownership and Easements**

- The ownership pattern of the open space areas is complicated. Open space lands managed by COSCA are owned by one of the following: COSCA, the City of Thousand Oaks, CRPD, or the Mountains Recreation and Conservation Authority (MRCA).
- The City transfers blocks of lands it has acquired over time to COSCA rather than transferring individual parcels once they are obtained. Approximately five thousand acres are now pending for transfer to COSCA ownership.
Challenging parcels, such as small islands within the urban area, stay in City ownership.

- CRPD has historically kept ownership of its lands for future use for recreation purposes as appropriate.
- Some properties have deed restrictions. With some minor exceptions, no properties have conservation easements that guarantee protection as open space in perpetuity.
- COSCA owns trail/public access easements along selected City rights-of-way and within some private properties.

**Staffing and Volunteers**

There was general agreement that the ranger pool is understaffed for the acreage it is to manage and the miles of trails to patrol and maintain. Other comments and perceptions expressed include:

- The COSCA Board is not strongly involved with day-to-day personnel issues of the individual agencies as relates to the JPA.
- Some believe that the COSCA Board has not traditionally been aware of what is happening in the field but that regular reports on activities now taking place are changing that.
- Clearly defined goals and objectives would help significantly in determining staffing needs and setting direction. Right now most staff time is spent in a reactive mode.
- Current day-to-day staff operations work because of existing personalities; everyone gets along.
- The City staff assigned to COSCA activities consider themselves “COSCA” staff. The CRPD staff assigned to COSCA activities consider themselves “CRPD” staff.
- Both agency staffs have direct communication with one another with some variables. There is no direct chain of command between COSCA staff from each agency; staff rely on cooperation/coordination.
- Having staff in two locations complicates communications and day-to-day activities. Administration/planning staff and field operation staff do not meet on a regular basis. City-based COSCA staff are not aware of some field issues that may be important for planning purposes.
- Rangers time also involves some routine responsibilities and responses to incidents in CRPD parks. Accountability and transparency are important.
- Rangers wear many hats including: facility maintenance (trash and restroom cleaning); trail maintenance (erosion control/brushing); volunteer coordination; visitor contact; outreach; resource management; and patrol. Because of limited staff and scheduling, members all function both as rangers and open space technicians.
- The Foundation and COSTAC could do more with additional resources to support the COSCA staff, including trail patrols and volunteers for grant writing, outreach programs, and interpretive programs.
- Better use of volunteers would be beneficial but also require management. Options for expanding volunteers include: a COSCA staff paid position of “volunteer coordinator”; a highly motivated volunteer who could take on coordination responsibilities with access to COSCA staff; expanding the
ability of the Foundation to have a paid position that would include volunteer coordination.

**Enforcement of COSCA Ordinances**
- Complaints from the public go to either the City or CRPD. There is no direct reporting line. Knowledge of all the use and management problems facing COSCA is not necessarily shared. No strong “big picture” perspective is currently possible.
- Law enforcement is viewed by many as needing more emphasis. As a practical matter warnings rather than citations are the norm for all but serious infractions. Writing citations may mean going to court if contested and this distracts from a ranger’s field responsibilities. There is no formal record-keeping system of warnings.
- Problem areas are well known to the ranger staff (e.g., Summit House, La Barranca).
- A perspective persists that police will not go on open space lands.
- Rangers have limited enforcement training or do not carry personal protection devices which, in addition to often being by themselves, makes enforcement of infractions even more tenuous.
- Encroachment should be corrected recognizing the need to be politically savvy with enforcement. This applies to both management of property lines and private access onto open space lands, though some believe that private access is not a significant problem.
- Elected officials come and go, open space needs to endure, pressure to develop on open space is coming. Move open space out of debate between slow growth and development.

**Funding**
- Annual contributions to COSCA account for approximately 10% of the CRPD overall annual budget and approximately 0.05% of the City of Thousand Oaks overall annual budget.
- Revenues from some leases (e.g., communication sites) are put into the COSCA Trust Fund. This fund is used judiciously.
- Funding resources would be needed to accommodate any future increased management, restoration and interpretation/education programs.
- Focus should be local – can’t compete with large park agencies for grants, regional corporate sponsors.
- Local corporate sponsors should be targeted
- Consider restaurant 1% tax for Open Space
- Develop an endowment fund through the Foundation
- Leverage the COSCA Trust Fund
- Pursue enhancement grants

6. **COSCA VISIBILITY AND USE OF OPEN SPACE LANDS**
All interviewed unanimously agreed that the general public doesn’t know COSCA, what it does as an organization, its role, and its responsibilities. Many expressed that a low percentage of residents actually use the open space. It is common to hear “I
never knew these trails were available for public use”. Interestingly, when State Parks started to charge for day use of trails, use on COSCA managed lands increased. There has been an influx of mountain bike riders from far away. Other comments:

- There are pros and cons of higher visibility. While the public generally does not care who owns or maintains public lands, there is a need to raise public awareness in order to build a constituency that will support funding for permanent open space.
- Do not encourage tourism.
- There is a need for greater visibility and programs to educate the public and bring people to nature and the outdoors for exercise.
- Rangers are important as face of COSCA to the general public.
- A volunteer prepares an e-mail monthly bulletin, which is also posted on the Foundation web page. There is no COSCA newsletter nor staff or funding to prepare one. Not sure in this day and age that a hard copy newsletter is needed. CRPD has a program guide that is published on a regular schedule that includes programs that take place in open space areas.
- In a recent Santa Monica Mountains National Recreation Area strategic planning meeting COSCA was left off the maps; this is OK even though we are right next door.

7. COSCA SERVICES

Services that could be enhanced or expanded

- Developing additional risk management strategies
- Creating better GIS information, particularly about easements, fences, maintenance responsibilities and the like, would help save staff research time.
- Expanding outdoor education programs beyond Trails Education Days
- Preparing comprehensive Natural Resource Management Plans and implementation programs that integrate resource management, public access for recreation and education, habitat enhancement, visual enjoyment, and fire management as equal benefits of open space
- Expanding volunteer programs of all types
- Selected group events

Services to consider dropping or transferring

- Fuel abatement responsibilities (perhaps transfer to individual homeowners associations through landscape and lighting benefit assessments)

8. FACILITIES / PROGRAM CHALLENGES AND OPPORTUNITIES

Dogs: There were varying opinions expressed on the need to manage dogs. On the one hand some see dogs off leash as requiring more enforcement as the impacts of dogs on habitat values can be considerable. On the other hand, some see relatively few incidents of dogs off leash and feel that as more people use trails this is becoming less of a problem. Though CRPD manages the Conejo Creek Dog Park, suggestions were made to include designation of an off-leash dog trail and /or designation of a large off-leash dog area within open space lands. There was minor support for elimination of dogs from selected or all COSCA managed lands.
Education / Outreach:
- The Trails Education Days program is important, works, and is an outstanding success; it should not be diminished because of any funding cuts; it could move to other locations for better outreach as more demand exists from other schools (private)
- More programs about open space opportunities to all schools (public and private), neighborhood associations, and other organizations to conduct outdoor group activities
- Volunteer docents for running interpretive programs
- Educate about opportunities to disperse use away from Wildwood and into areas like the Conejo Canyons
- Partnership with the Watershed Coalition
- The Foundation’s website is good and could be expanded
- COSCA’s website could use some improvement

Natural Resources:
- Whether or not the natural resource diversity is improving or declining is a matter of perspective. Compared to the mid 20th century when most of the open space lands were grazed by cattle or sheep, the natural resource base is probably much healthier. With urbanization over the past 30 years exacerbating the introduction of non-native species and increasing public use, some natural resources have declined. Wildwood resources have deteriorated from heavy use – in a sense it is being loved to death.
- There is a need for more natural resource management planning as done in the Conejo Canyons Management Plan area that encompassed numerous adjacent open space units. Potential management plans could be prepared for blocks of open space areas such as:
  - Los Robles
  - Hillcrest
  - North Ranch
  - Lang Ranch / Sunset Hills
  - Dos Vientos
- Resource management should be a budgeted line item.
- Consider resource enhancement projects where there is a nexus with integrated regional water management plans (e.g., managing street water runoff filtered in open space; ground water recharge; riparian and other habitat enhancement programs related to urban project mitigation).

Trails
Though trails are generally in good shape overall and being maintained on an annual basis, new equipment has really helped construction of trails that are well-designed and therefore cause less erosion and are easier to maintain. The problems seem to be kids doing dumb things and people going off trails or making their own trails. The following were suggested:
- Provide better signage for safety purposes
- Conduct a Universal Trail Assessment Process (UTAP)
- Develop a trail rating system
• Provide additional ADA access and trail loops of differing lengths and
degrees of difficulty where feasible

Facilities and Use Areas
• Expanded parking in selected areas to accommodate growing demand and
  disperse use (noted that local users need fewer amenities)
• Shaded tables where Trails Education Days are held
• Rest room at some trailheads
• Meadows Cave possible education center
• BMX use area
• Designated off-leash dog trail
• Large designated area for off-leash dogs
• Designated kite-flying area
• Designated mountain bike downhill trail
• Identify and sponsor a ½ marathon

Field Management
• Increase number of rangers
• Utilize California State University Channel Islands expertise in Best
  Management Practice for staff training

Information
• Re-do trail maps w/public education and information
• Outreach and education to newcomers - keep open space in the forefront,
  events, day hikes for various endurance levels
• Speakers Bureau
• Volunteer Program Coordinator (part-time) paid position
• Attract more open space users, youth and families, seniors
• Market health and wellness benefits
• Whole Access Trail.

Programs
• Educate the public and bring people to nature and the outdoors for exercise.
  Make open space be part of obesity prevention, health and well being.
• Other than Trails Education Days, kids are not part of volunteer programs.
  Develop a Junior Ranger program. CRPD has a Junior Ranger camp but it is
  more of a child care program.

9. PRIORITY CONSIDERATIONS
• Secure a volunteer coordinator
• Implement the Conejo Canyons Management Plan
• Expand ranger staff presence in open space areas
• Prepare a trail management and maintenance master plan
• Initiate a complete ranger training program (trails, resource management,
safety)
• Obtain additional trail building equipment and enforcement vehicles
• Produce additional up-to-date trail maps
• Enhance trail signage
• Initiate resource management planning for one selected area
• Enhance some trailhead facilities and amenities
• Emphasize invasive, non-native vegetation management, principally through volunteer efforts
• Expand outreach and “local” visibility of open space opportunities
• Provide adequate funding to support operations and maintenance
• Junior Ranger program
Initial Interviews Summary
Attachment A

Information given to interviewees a few days prior to their interviews.

Topics for Interviews
The intent of the interviews is to facilitate an open dialogue about the state of the art of COSCA, including its governance, operations, public outreach/perceptions, partnerships, the open space resources it is responsible for managing, and use of those open space resources. One outcome of the interviews will be to help craft parameters that will guide COSCA into the future. Specific discussions about the Strategic Plan will include the following terms and definitions.

Mission   A statement describing why we exist and what we do.

Values  Statements that express the enduring ideals, or shared beliefs, that we will always hold true. Identifying these beliefs is of the utmost importance to us, for they will guide us on the road to achieving our vision.

Vision A description outlining what the Conejo Open Space Conservation Agency will be like in the future. By having a clear image of the ideal future, we can marshal our energies to shape that future.

It is likely that some of the discussions may be focused not only on the broader statements defined above but also on specific goals and objectives.

Goals General guidelines that explain what you want to achieve in your community.

Objectives Strategies or implementation steps to attain the identified goals. Unlike goals, objectives are specific, measurable, and have a defined completion date. They are more specific and outline the “who, what, when, where, and how” of reaching the goals.

Potential Questions for Interviews (not limited to these however - and will vary based on interview)

Values
• In your own words, what are COSCA’s three main purposes?
• COSCA is a “conservation agency”. What does the word “conservation” mean to you?
• How important is it for COSCA to protect lands it owns, or will own, in perpetuity from future development?

Perspective
• Do you think the role and identity of COSCA are clear to the residents of the area?
• What makes COSCA different from the City or CRPD from a public perspective?
• What makes COSCA different from MRCA, from a public or management perspective?
• Should COSCA do more marketing of its open spaces and outdoor recreation opportunities to the immediate population? On a more regional basis?
Services
• What are COSCA’s greatest strengths and assets in meeting the needs of residents?
• What is going well with COSCA services and programs?
• Is there anything that does not work so well that needs to be fixed?
• What changes in COSCA services delivery do you envision in the year 2020?
• What services, if any, should COSCA let go of?
• What services, if any, should COSCA add?

Priorities
• Do you feel that any of the following should be a priority for COSCA over the next five to fifteen years:
  ___ Developing trailhead amenities and additional visitor facilities
  ___ Developing community outreach, educational and interpretive programs about nature and open space resources
  ___ Developing a comprehensive habitat enhancement program
  ___ Upgrading and/or developing new trails
  ___ Developing a trail maintenance management plan
  ___ Purchasing land to create new open space areas
  ___ Developing management plans for each open space area
  ___ Developing trails for people with disabilities
  ___ Developing a risk management plan
  ___ Developing a wildfire/vegetation management plan
  ___ Other

• What do you believe are the greatest challenges facing COSCA? What immediate steps should COSCA take to prepare for the future?

Governance / Partnerships
• As you look at your job/role with COSCA, what challenges are you experiencing?
• What would you like to change about your job to be more efficient and effective in meeting the community needs and interests?
• Would any organizational change enable COSCA to better plan for the future?
• Do you feel the COSCA Board structure is functioning successfully? How could it be better?
• Do you feel that COSCA’s structure as a JPA is functioning successfully?
• Reflecting back on your responses, what are the implications for your work based on the anticipated changes, if any?
• Regarding volunteers:
  - Are there functions being done by volunteers that should be expanded?
  - Are there functions not being done but should be if volunteers were available?
  - If volunteer programs were expanded, how would you propose COSCA address the staff time and effort needed to manage them?

Other Individuals Important to the Strategic Plan Process
• Are there individuals or organizations with whom we might have at least a phone conversation that you think are specifically important to this process?

Other Comments
Initial Interviews Summary
Attachment B

Survey - Three Questions

Note: Six completed questionnaires were provided at the COSTAC interview. Three additional surveys were returned by COSTAC members after the interview.

QUESTION #1: Please indicate which of the following value statements you think should be most emphasized by COSCA in the Strategic Plan (please check no more than five statements):

- 3 Heritage: Protection of resources, building on cultural traditions, and leaving future generations with something to be valued and treasured.
- 7 Quality / Optimal Experience: Provision of open space areas that are safe, clean, and well-maintained so that users enjoy a recreational/educational experience of the best possible quality
- 4 Resource Stewardship: Protection and management of open space resources to ensure the continued availability of habitat for native species
- 6 Public Awareness / Education: Ongoing education of both the public and staff that continues to enlighten them all about what open space has to offer and how to keep these resources viable
- 2 Diversity of Experience / Broad Appeal: Provision of a diverse and varied range of experiences and outdoor recreational opportunities whose appeal will transcend all ages, ethnicities, types of users, and levels of ability
- 3 Equality of Access: Affordable and equitable accessibility to open space areas for all residents of the Conejo Valley
- 1 Professionalism / Excellence of Service: Visibility of a staff and agency that is competent, knowledgeable, friendly, well-funded, and is committed to providing the best service possible
- 2 Staff Worth / Employee Enrichment: Maintenance of a working environment that encourages staff members to enjoy their work, benefit from quality staff training, and receive appropriate recognition for jobs well-done
- Responsiveness: Recognition of and appropriate responsiveness to changing demographics and area residents' needs
- 1 Balanced Lifestyle / Compatibility: Enabling healthy lifestyles for area residents by providing recreational opportunities that can help to balance work and family responsibilities with the need to relax, and that also fit in easily with people's daily routines
- 1 Leadership: Adoption of a leadership role that encourages active partnerships and community participation with others that benefit open space programs
- 5 Local Image: Perpetuation of the Conejo Valley as a one-of-a-kind place to live and work, where open space and outdoor recreation are integral to the lifestyle of residents and viability of the local economy
- 8 Sustainability: Allowing appropriate human uses in the open space without compromising the resources available for future generations to meet their future needs.
- Other (Please Specify): ________________________________
QUESTION #2: Please indicate which of the following should be the highest priority for the Agency over the next five (5) years (please check only one item):

- 2 Upgrading and/or developing new trails
- ___ Developing additional visitor amenities (drinking fountains, picnic tables, parking lots, etc.)
- ___ Developing nature education/interpretive programs
- 2 Acquiring land to create new open space areas and protect natural resources
- 2 Acquiring land to better link existing open space areas
- 1 Controlling or eradicating non-native or invasive plants and restoring habitat
- 2 None of the above / Other (please list your idea below):

- Preserving and protecting the exiting resources through education and example to the citizens of the Conejo
- It is almost impossible to choose! If you acquire new lands and protect the natural resources but have no new trials how does that benefit the population? Would it be a look but don’t enter philosophy?

QUESTION #3: For each of the following specific items, please tell us how important that item should be for COSCA to emphasize as a priority. Please tell us if it is very important, somewhat important, not very important or not important at all to you.

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<tr>
<th>Action</th>
<th>Very important</th>
<th>Somewhat important</th>
<th>Not very important</th>
<th>Not at all important</th>
<th>Don't know</th>
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<td>Acquiring additional land to protect open space and natural resources</td>
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<td>Providing additional maintenance and improvements in existing open space areas</td>
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<td>Managing non-native invasive vegetation</td>
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<td>Restoring habitat for species diversity</td>
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<td>Developing resource management plans for individual open space areas or groups of areas that logically should be considered together</td>
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<td>5</td>
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<td>Expanding parking / staging areas at open space areas that now have parking</td>
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<td>Developing new parking / staging areas at selected locations</td>
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<td>Adding patrols and security to the open space areas and trails</td>
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<td>Constructing new trails</td>
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<td>Upgrading and improving existing trails</td>
<td>4</td>
<td>5</td>
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<td>Encouraging income-generating uses in open space lands where appropriate to the resource conditions of the area</td>
<td>3</td>
<td>4</td>
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<td>Providing a dedicated mountain biking trail route</td>
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<td>3</td>
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<td>Action</td>
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<td>Providing group camping opportunities (reservation basis)</td>
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<td>Providing diverse recreational experiences and opportunities for all ages, ethnicities, types of users and levels of abilities</td>
<td>3</td>
<td>3</td>
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<td>Improving public transit to open space trailheads</td>
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<td>Developing more outdoor education facilities (nature centers, interpretive trails, etc.)</td>
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<td>Expanding educational programs about nature and the environment</td>
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<td>Providing more visitor amenities (benches along trails, picnic areas at or near trailheads, drinking fountains at trailheads)</td>
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<td>Upgrading existing restrooms</td>
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<td>Developing new restrooms</td>
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<td>Expanding open space volunteer programs</td>
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<td>4</td>
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<tr>
<td>Recruiting additional open space volunteers</td>
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<td>Improving COSCA’s website</td>
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<tr>
<td>Allowing outside groups to hold events in open space (fun runs, bike races, charity events, etc.)</td>
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<tr>
<td>Working to increase (local) community awareness about COSCA and its open space and trails</td>
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<td>2</td>
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<tr>
<td>Coordinating with the Chamber of Commerce or other groups to feature COSCA’s trail system in regional or national ad campaigns to attract tourism revenue to the Conejo Valley</td>
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<tr>
<td>Improving/increasing trail signage</td>
<td>4</td>
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<tr>
<td>Developing better/more trail maps</td>
<td>3</td>
<td>6</td>
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<tr>
<td>Preventing encroachments by private landowners onto COSCA space</td>
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Municipal Code
The City of Thousand Oaks, CA
Title 9. Planning and Zoning
Chapter 2. General Plan and Specific Plans*
Article 2. Procedure for Amendments to the General Plan
Sec. 9-2.204. Limitations on amendments relating to the “Parks, Golf Courses, Open Space” designation.

(a) Until December 31, 2030, the provisions and designations governing the intent for lands designated “Parks, Golf Courses, Open Space” on the Land Use Element, Open Space Element and Recreational Element, as amended through March 1, 1996, shall not be amended except to add lands to the “Parks, Golf Courses, Open Space” designation; unless such amendment is approved by the vote of the people.

(b) All those lands designated as “Parks, Golf Courses, Open Space” in the adopted City of Thousand Oaks General Plan “Land Use Map,” as amended through March 1, 1996, and lands which are subsequently added to the “Parks, Golf Courses, Open Space” designation, shall remain so designated until December 31, 2030, unless redesignated to another General Plan land use category by vote of the people, or redesignated by the City Council pursuant to the procedures set forth in subsection (c), below.

(c) Land use designated as “Parks, Golf Courses, Open Space” on the Land Use Map may be redesignated to another land use category by the City Council if each of the following conditions are satisfied:

(1) The City Council makes a finding that the application of the provisions of Section 2(a) of Ordinance 1265-NS would constitute unconstitutional taking of the private landowner’s property; and

(2) In permitting the redesignation, the City Council allows additional land uses only to the extent necessary to avoid said unconstitutional taking of the landowner’s property.

(d) Approval by a vote of the people is accomplished when a General Plan amendment is placed on the ballot through any procedure provided for in the Elections Code, and a majority of the voters vote in favor of it. Whenever the City Council adopts an amendment requiring approval by a vote of the people, pursuant to the provisions of this subsection, the City Council’s action shall have no effect until after such a vote is held and a majority of the voters vote in favor of it. The City Council shall follow the provisions of the Elections Code in all matters pertaining to such an election.

This section is consistent with the initiative petition and accompanying ordinance presented to Thousand Oaks City Council, and then adopted by the City Council on June 18, 1996. Until December 31, 2030, this section may only be amended or repealed by the voters of the City at a general election.

(§ 1, Ord. 1339-NS eff. July 8, 1999)
INTRODUCTION

The Conejo Open Space Conservation Agency (COSCA) is a joint powers agency of the City of Thousand Oaks and the Conejo Recreation and Park District (CRPD) that acquires and manages open space within the Conejo Valley. In 2011 the COSCA Board of Directors authorized the preparation of a long-range strategic plan.

The first public meeting for the Strategic Plan being crafted for COSCA was held the evening of September 20, 2011 at the Conejo Recreation and Park District’s offices. Twenty-seven people signed in; with staff and consultants, there were approximately thirty-five in attendance. Members of the public indicated by a show of hands that the majority (about 50%) had learned of the meeting via a newspaper article about the meeting with the rest equally divided between email, word of mouth, a local television station announcement, and/or a poster displayed at various entry points to COSCA open space areas.

PURPOSE

The public meeting purpose was to solicit values and perspectives as to what the mission of the Conejo Open Space Conservation Agency should be and a vision for what the COSCA open space land network and trail system should look like in the future.

The consultant provided an overview of the history of COSCA as a Joint Powers Agreement agency, the Strategic Plan process, an explanation about interviews that have been conducted to date, and the definitions of “mission, vision, and values”. It was explained that in order to gather the most thoughts and suggestions, a workshop format would be used with breakout groups and facilitators.

NEXT STEPS

The Consultants will use the opinions and ideas offered to help put together a preliminary Mission, Vision, and Goals statement to be forwarded to the COSCA Board of Directors for review at its meeting on November 9th, 2011. The public was
encouraged to attend this meeting. By November 4th, draft statements will be available on the COSCA website.

**PERSPECTIVES**

Following the consultant’s overview and prior to the breakout session, there were a few questions and comments voiced.

**Question:** What is the weight of this meeting to the end result? Has this ever taken place before in the last 30 years?

**Response:** This is COSCA’s first strategic plan effort. To start the process, consultants interviewed several individuals with some direct connection to or interest in COSCA and its open space lands. The results from this meeting will add to the perspectives already expressed through the interviews and help develop a Mission and Vision statement for COSCA. Everything said at this meeting will be summarized and forwarded to COSCA’s Board of Directors for consideration at its November 9th meeting.

**Question:** Isn’t a Mission Statement already in place as shown on COSCA’s web site?

**Response:** The statement on the web site is unofficial, in that it has not been adopted. One goal of preparing the Plan is to develop formalized, official Mission and Vision Statements. A member of the audience read from his smart phone that the COSCA web page reads “the Conejo Open Space Conservation Agency (COSCA) has been entrusted with the responsibility of preserving, protecting and managing open space resources in the Conejo Valley”.

**Question:** What bottom line has come up so far from the interviews?

**Response:** What has been stated is that COSCA is at a transition point where after acquiring lands for over thirty years, the need exists to think beyond acquisition, although there are indeed more lands to acquire to complete the ring of open space within the Conejo Valley. Other items included: the general management structure of COSCA works well; rangers are appreciated but there are not sufficient numbers to manage the lands and visitor use that now exists; the trails are in good shape; and COSCA has well accomplished what it was set up to do as a Joint Powers Agency.
Comment: One participant expressed concerns regarding the Los Robles trailhead; that there is no need for an expanded parking lot at that site and it would cause traffic problems at Moorpark Rd. and Greenmeadow Ave; that one end is overused and that there is parking available elsewhere but it isn’t well-known, so the trailhead ends up being crowded.

Response: It was explained that this meeting was not about any site-specific projects but rather a visioning exercise. However, if individuals had particular comments about specific problems, those should be voiced in the breakout groups as they will help inform the overall goals and objectives for the Strategic Plan.

BREAKOUT GROUPS

Three breakout groups of 8 to 10 individuals each were formed. Each group had an assigned staff facilitator and recorder. Participants were requested to complete a questionnaire of three questions (see Attachment A for a summary of responses). Eighteen individuals returned these questionnaires. They were then encouraged to have an open conversation about COSCA as an agency and the open space lands it manages. The result of the conversations were summarized in each group formulating a mission statement(s).

The comments below are transcribed directly from the recorders’ sheets for each group. By group, they are organized first with the “mission statements” that were generated, followed by “value expressions” about open space resources, and then “additional considerations” that should be referenced when developing the mission, vision, and goals.

GROUP #1:

MISSION STATEMENTS

Option 1: For this and future generations, we maintain nature and protect beautiful vistas, to inform and educate our citizens concerning their role as stewards of open space, with fiscal responsibility.

Option 2: The protection and preservation through acquisition, education, and stewardship of our open space for low impact public use now and for future generations.
Value Expressions:
• Protection
• Education
• Safety
• Sustainability
• Self-perpetuating
• Public access
• Outdoor experience
• Local emphasis should be encouraged

Additional Considerations:
• Undeveloped; human footprint is minimal
• Cost effective
• Restore habitat to its “natural” state (not disturbed) so it is sustainable (self-propagating)
• Remove encroachments – no encroachments
• Either/or some single-use trails for specific user types
• Education
• Open space as an economic generator
• Let’s not lose what we have
• Protection of many beautiful vistas
• Maintaining nature
• Inform people about what their tax dollars have gotten them
• Instill stewardship
• Educate people – build constituency
• Leave land to future generations
• No private encroachment (vision)
• Use
• Preservation: healthy habitat, active management, maintaining diversity of plant/animal life, invasives in check, leave something as it is
• Restoration of resources
• Respect: nature, land, peace, plants
• Maintenance – more rangers, fire and sheriff patrols
• Improve information and signage
• Disperse use appropriately
• Natural landscape is the point
• Well-maintained trails
• Lifestyle – as defined in questionnaire
• Acquisition to complete the ring
• Costs – keep down – cost effective – development of activities and amenities will have a cost
• Volunteers contribute a lot and help reduce costs
• Disagree – education programs cost money
• Specialize trail design
• Dog use a problem (cleanup)
- Open space as asset to city – worth some investment
- Invest in education – encourages volunteers
- Increasing use by public
- Improves quality of life in Thousand Oaks
- Maintain safety – bridges, old buildings, restrooms
- Open space should be free – no access fees
- Seek more donations to fund open space
- Fundraising event?
- Lands stay same as they are now
- Acquire more (some disagreement as to costs involved)
- Complete ring of open space
- Re-prioritize city spending – money to open space instead of some other stuff
- People come from outside to Thousand Oaks to use our open space – what can we do? Lack of courtesy; Thousand Oaks takes the brunt of other cities’ lack of planning for open space
- Outsiders cause more problems, have less respect
- Continue to educate users re: respect; can be done through volunteer programs/outreach

**GROUP #2:**

**MISSION STATEMENT**
Safeguarding and enhancing our unique natural open space surroundings/resources for our community and future generations.

**IMPORTANT WORDS AND PHRASES**
- Responsibility
- Protection
- Expand
- Future generations
- Improvement
- Stewardship
- Custodians
- Community
- Provide
- Preserve/protect/manage
- Safe
- Legacy
- Cultural diversity
- Natural
- Sustainable
- Preserve
- Sustain
- Awareness
- Safety
- Unique
- Educate
- Access

**Additional Considerations:**
- Environmentally friendly
- Wildlife – flora; fauna
- Beauty
- Geology
- Native
- History
- Corridor
- Facilities – signs, drinking fountains
- Vast
- Habitat
- Trails design that is complementary to the natural terrain
- Outreach
- Digital information
- Glider hill – historical uses
- More intelligent trail design
- Funding
- Parking Fee
- Donation Box
- Events
- Non-native plant and animal removal (crawdads)
- Borrowing “it” from our children
- Enhance
- Improve
- Minimal impact
- Enrich - expand
- Beautify
- Higher quality trails – provide a unique experience
- Signs/trash cans/solar – minimum
- Safeguard natural surroundings

**GROUP #3:**

**MISSION STATEMENTS**

COSCA’s Mission is to acquire and manage the open space and act as stewards protecting the natural ecosystem in balance with recreational opportunities for future generations.
Value Expressions:
- Acquire
- Conserve
- Preserve
- Open space
- Connectivity
- Wildlife
- Education
- History/future generations
- Native species/habitat/ecosystem health
- Stewardship
- Manage
- Restoration
- Resource management
- Access

Additional Considerations:
- Sustainable trails for future generations
- Recreational activities
- Preserve resources when building trails
- Trail connectivity
- Wildlife corridors
- Continuous/contiguous ring of open space and trails with protected native habitat
- Education and promote stewardship
- Keep invasive species out / habitat restoration
- Minimal impact on nature
- Balance – nature vs. improvements - have some areas with no improvements
- Trails
**Public Meeting Summary**

**Attachment A**

*Workshop Questionnaire – Tally of Responses*

**QUESTION #1:** Please indicate which of the following value statements you think should be most emphasized by COSCA in the Strategic Plan (please check no more than five statements):

- **Heritage**: Protection of resources, building on cultural traditions, and leaving future generations with something to be valued and treasured
- **Quality / Optimal Experience**: Provision of open space areas that are safe, clean, and well-maintained so that users enjoy a recreational/educational experience of the best possible quality
- **Resource Stewardship**: Management of open space resources to ensure the continued availability of habitat for native species
- **Public Awareness / Education**: Ongoing education of both the public and staff that continues to enlighten them all about what open space has to offer and how to keep these resources viable
- **Diversity of Experience / Broad Appeal**: Provision of a diverse and varied range of experiences and outdoor recreational opportunities whose appeal will transcend all ages, ethnicities, types of users, and levels of ability
- **Equality of Access**: Affordable and equitable accessibility to open space areas for all residents of the Conejo Valley
- **Professionalism / Excellence of Service**: Visibility of a staff and agency that is competent, knowledgeable, friendly, well-funded, and is committed to providing the best service possible
- **Staff Worth / Employee Enrichment**: Maintenance of a working environment that encourages staff members to enjoy their work, benefit from quality staff training, and receive appropriate recognition for jobs well-done
- **Responsiveness**: Recognition of and appropriate responsiveness to changing demographics and area residents’ needs
- **Balanced Lifestyle / Compatibility**: Enabling healthy lifestyles for area residents by providing recreational opportunities that can help to balance work and family responsibilities with the need to relax, and that also fit in easily with people's daily routines
- **Leadership**: Adoption of a leadership role that encourages active partnerships and community participation with others that benefit open space programs
- **Local Image**: Perpetuation of the Conejo Valley as a one-of-a-kind place to live and work, where open space and outdoor recreation are integral to the lifestyle of residents and viability of the local economy
- **Sustainability**: Allowing appropriate human uses in the open space without compromising the resources available for future generations to meet their future needs

**Other (Please Specify):**

- From the Acorn article – is to preserve & protect thousands of acres of undeveloped land from construction – I believe the government agencies should not develop the land as was the original intent.
- Better public notices via radio TV newspapers – no real media rep. to public – very “hush hush” which is okay in a way to keep preservation key – but “leave it as you found it” is not in place.
QUESTION #2: Please indicate which of the following should be the highest priority for COSCA over the next five (5) years (please check only one item):

2  Upgrading and/or developing new trails
2  Developing additional visitor amenities (drinking fountains, picnic tables, parking lots, etc.)
2  Developing nature education/interpretive programs
7  Acquiring land to create new open space areas and protect natural resources
5  Acquiring land to better link existing open space areas
2  Controlling or eradicating non-native or invasive plants and restoring habitat
___  None of the above / Other:

- I’m concerned w/ the magnitude of the baseball park that the city is planning in an area that was supposed to be, and is best fit for a smaller diverse Community Park. (the Lang Park Project on Westlake Blvd.).
- To responsibly use the taxpayers’ money because COSCA has to get money from the public and we have to prioritize.
- Keep developers away!
- Respect, preservation, maintenance.

QUESTION #3: For each of the following specific items, please tell us how important that item should be for COSCA to emphasize as a priority. Please tell us if it is very important, somewhat important, not very important or not important at all to you.

<table>
<thead>
<tr>
<th>Item</th>
<th>Very Important</th>
<th>Somewhat Important</th>
<th>Not Very Important</th>
<th>Not at all Important</th>
<th>Don’t Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acquiring additional land to protect open space and natural resources</td>
<td>10</td>
<td>7</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Providing additional maintenance and improvements in existing open space areas</td>
<td>8</td>
<td>6</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Managing non-native invasive vegetation</td>
<td>8</td>
<td>10</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Restoring habitat for species diversity</td>
<td>10</td>
<td>4</td>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Developing resource management plans for individual open space areas or</td>
<td>9</td>
<td>5</td>
<td>3</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>groups of areas that logically should be considered together</td>
<td>7</td>
<td>7</td>
<td>3</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Expanding parking / staging areas at open space areas that now have parking</td>
<td>2</td>
<td>5</td>
<td>6</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Developing new parking / staging areas at selected locations</td>
<td>3</td>
<td>8</td>
<td>5</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Adding patrols and security to the open space areas and trails</td>
<td>6</td>
<td>7</td>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Constructing new trails</td>
<td>2</td>
<td>5</td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Upgrading and improving existing trails</td>
<td>2</td>
<td>3</td>
<td>5</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td>Encouraging income-generating uses in open space lands where appropriate</td>
<td>2</td>
<td>3</td>
<td>5</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td>Providing the conditions of the area</td>
<td>5</td>
<td>3</td>
<td>4</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>Providing a dedicated mountain biking trail route</td>
<td>1</td>
<td>7</td>
<td>4</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>Providing group camping opportunities (reservation basis)</td>
<td>5</td>
<td>3</td>
<td>4</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>Providing diverse recreational experiences and opportunities for all ages,</td>
<td>2</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td>ethnicities, types of users and levels of abilities</td>
<td>4</td>
<td>9</td>
<td></td>
<td></td>
<td>4</td>
</tr>
<tr>
<td>Improving public transit to open space trailheads</td>
<td>8</td>
<td>7</td>
<td></td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Developing more outdoor education facilities (nature centers, interpretive trails,</td>
<td>3</td>
<td>8</td>
<td>2</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>etc.)</td>
<td>4</td>
<td>8</td>
<td>1</td>
<td>2</td>
<td>2</td>
</tr>
</tbody>
</table>
## 1. Please indicate which of the following value statements you think should be most emphasized by COSCA in the Strategic Plan (please check no more than five statements):

<table>
<thead>
<tr>
<th>Value Statement</th>
<th>Response Percent</th>
<th>Response Count</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Heritage:</strong> Protection of resources, building on cultural traditions, and leaving future generations with something to be valued and treasured</td>
<td>50.0%</td>
<td>10</td>
</tr>
<tr>
<td><strong>Quality / Optimal Experience:</strong> Provision of open space areas that are safe, clean, and well-maintained so that users enjoy a recreational/educational experience of the best possible quality</td>
<td>50.0%</td>
<td>10</td>
</tr>
<tr>
<td><strong>Resource Stewardship:</strong> Management of open space resources to ensure the continued availability of habitat for native species</td>
<td>60.0%</td>
<td>12</td>
</tr>
<tr>
<td><strong>Public Awareness / Education:</strong> Ongoing education of both the public and staff that continues to enlighten them all about what open space has to offer and how to keep these resources viable</td>
<td>30.0%</td>
<td>6</td>
</tr>
<tr>
<td><strong>Diversity of Experience / Broad Appeal:</strong> Provision of a diverse and varied range of experiences and outdoor recreational opportunities whose appeal will transcend all ages, ethnicities, types of users, and levels of ability</td>
<td>35.0%</td>
<td>7</td>
</tr>
<tr>
<td><strong>Equality of Access:</strong> Affordable and equitable accessibility to open space areas for all residents of the Conejo Valley</td>
<td>40.0%</td>
<td>8</td>
</tr>
<tr>
<td>Category</td>
<td>Description</td>
<td>Percentage</td>
</tr>
<tr>
<td>-----------------------------------------------</td>
<td>------------------------------------------------------------------------------</td>
<td>------------</td>
</tr>
<tr>
<td>Professionalism / Excellence of Service</td>
<td>Visibility of a staff and agency that is competent, knowledgeable, friendly, well-funded, and is committed to providing the best service possible</td>
<td>5.0%</td>
</tr>
<tr>
<td>Staff Worth / Employee Enrichment</td>
<td>Maintenance of a working environment that encourages staff members to enjoy their work, benefit from quality staff training, and receive appropriate recognition for jobs well-done</td>
<td>0.0%</td>
</tr>
<tr>
<td>Responsiveness</td>
<td>Recognition of and appropriate responsiveness to changing demographics and area residents’ needs</td>
<td>5.0%</td>
</tr>
<tr>
<td>Balanced Lifestyle / Compatibility</td>
<td>Enabling healthy lifestyles for area residents by providing recreational opportunities that can help to balance work and family responsibilities with the need to relax, and that also fit in easily with people's daily routines</td>
<td>20.0%</td>
</tr>
<tr>
<td>Leadership</td>
<td>Adoption of a leadership role that encourages active partnerships and community participation with others that benefit open space programs</td>
<td>5.0%</td>
</tr>
<tr>
<td>Local Image</td>
<td>Perpetuation of the Conejo Valley as a one-of-a-kind place to live and work, where open space and outdoor recreation are integral to the lifestyle of residents and viability of the local economy</td>
<td>35.0%</td>
</tr>
<tr>
<td>Sustainability</td>
<td>Allowing appropriate human uses in the open space without compromising the resources available for future generations to meet their future needs</td>
<td>65.0%</td>
</tr>
</tbody>
</table>
2. Please indicate which of the following should be the highest priority for COSCA over the next five (5) years (please check only one item):

<table>
<thead>
<tr>
<th>Priority</th>
<th>Response Percent</th>
<th>Response Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Upgrading and/or developing new trails</td>
<td>20.0%</td>
<td>4</td>
</tr>
<tr>
<td>Developing additional visitor amenities (drinking fountains, picnic tables, parking lots, etc.)</td>
<td>10.0%</td>
<td>2</td>
</tr>
<tr>
<td>Developing nature education/interpretive programs</td>
<td>0.0%</td>
<td>0</td>
</tr>
<tr>
<td>Acquiring land to create new open space areas and protect natural resources</td>
<td>50.0%</td>
<td>10</td>
</tr>
<tr>
<td>Acquiring land to better link existing open space areas</td>
<td>10.0%</td>
<td>2</td>
</tr>
<tr>
<td>Controlling or eradicating non-native or invasive plants and restoring habitat</td>
<td>5.0%</td>
<td>1</td>
</tr>
<tr>
<td>None of the above</td>
<td>5.0%</td>
<td>1</td>
</tr>
<tr>
<td>Other (please specify)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

answered question 20
skipped question 0
3. For each of the following specific items, please tell us how important that item should be for COSCA to emphasize as a priority. Please tell us if it is very important, somewhat important, not very important or not important at all to you.

<table>
<thead>
<tr>
<th>Item</th>
<th>Very Important</th>
<th>Somewhat Important</th>
<th>Not Very Important</th>
<th>Not at all Important</th>
<th>Don’t Know</th>
<th>Rating Average</th>
<th>Response Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acquiring additional land to protect open space and natural resources</td>
<td>75.0% (15)</td>
<td>15.0% (3)</td>
<td>0.0% (0)</td>
<td>5.0% (1)</td>
<td>5.0% (1)</td>
<td>1.50</td>
<td>20</td>
</tr>
<tr>
<td>Providing additional maintenance and improvements in existing open space areas</td>
<td>36.8% (7)</td>
<td>31.6% (6)</td>
<td>21.1% (4)</td>
<td>5.3% (1)</td>
<td>5.3% (1)</td>
<td>2.11</td>
<td>19</td>
</tr>
<tr>
<td>Managing non-native invasive vegetation</td>
<td>30.0% (6)</td>
<td>55.0% (11)</td>
<td>10.0% (2)</td>
<td>5.0% (1)</td>
<td>0.0% (0)</td>
<td>1.90</td>
<td>20</td>
</tr>
<tr>
<td>Restoring habitat for species diversity</td>
<td>35.0% (7)</td>
<td>60.0% (12)</td>
<td>0.0% (0)</td>
<td>5.0% (1)</td>
<td>0.0% (0)</td>
<td>1.75</td>
<td>20</td>
</tr>
<tr>
<td>Developing resource management plans for individual open space areas or groups of areas that logically should be considered together</td>
<td>15.8% (3)</td>
<td>63.2% (12)</td>
<td>10.5% (2)</td>
<td>10.5% (2)</td>
<td>0.0% (0)</td>
<td>2.16</td>
<td>19</td>
</tr>
<tr>
<td>Expanding parking / staging areas at open space areas that now have parking</td>
<td>5.6% (1)</td>
<td>16.7% (3)</td>
<td>50.0% (9)</td>
<td>16.7% (3)</td>
<td>11.1% (2)</td>
<td>3.11</td>
<td>18</td>
</tr>
<tr>
<td>Developing new parking / staging areas at selected locations</td>
<td>5.6% (1)</td>
<td>33.3% (6)</td>
<td>27.8% (5)</td>
<td>33.3% (6)</td>
<td>0.0% (0)</td>
<td>2.89</td>
<td>18</td>
</tr>
<tr>
<td>Adding patrols and security to the open space areas and trails</td>
<td>10.5% (2)</td>
<td>31.6% (6)</td>
<td>36.8% (7)</td>
<td>15.8% (3)</td>
<td>5.3% (1)</td>
<td>2.74</td>
<td>19</td>
</tr>
<tr>
<td>Constructing new trails</td>
<td>21.1% (4)</td>
<td>52.6% (10)</td>
<td>15.8% (3)</td>
<td>10.5% (2)</td>
<td>0.0% (0)</td>
<td>2.16</td>
<td>19</td>
</tr>
<tr>
<td>Upgrading and improving existing trails</td>
<td>40.0% (8)</td>
<td>45.0% (9)</td>
<td>10.0% (2)</td>
<td>5.0% (1)</td>
<td>0.0% (0)</td>
<td>1.80</td>
<td>20</td>
</tr>
<tr>
<td>Encouraging income-generating uses in open space lands where appropriate to the resource conditions of the area</td>
<td>10.5% (2)</td>
<td>26.3% (5)</td>
<td>10.5% (2)</td>
<td>47.4% (9)</td>
<td>5.3% (1)</td>
<td>3.11</td>
<td>19</td>
</tr>
<tr>
<td>Providing a dedicated mountain biking trail route</td>
<td>11.1% (2)</td>
<td>11.1% (2)</td>
<td>50.0% (9)</td>
<td>22.2% (4)</td>
<td>5.6% (1)</td>
<td>3.00</td>
<td>18</td>
</tr>
<tr>
<td><strong>Providing group camping opportunities (reservation basis)</strong></td>
<td>22.2% (4)</td>
<td>16.7% (3)</td>
<td><strong>38.9% (7)</strong></td>
<td>22.2% (4)</td>
<td>0.0% (0)</td>
<td>2.61</td>
<td>18</td>
</tr>
<tr>
<td><strong>Providing diverse recreational experiences and opportunities for all ages, ethnicities, types of users and levels of abilities</strong></td>
<td><strong>44.4% (8)</strong></td>
<td>16.7% (3)</td>
<td>27.8% (5)</td>
<td>11.1% (2)</td>
<td>0.0% (0)</td>
<td>2.06</td>
<td>18</td>
</tr>
<tr>
<td><strong>Improving public transit to open space trailheads</strong></td>
<td>15.8% (3)</td>
<td>26.3% (5)</td>
<td><strong>31.6% (6)</strong></td>
<td>21.1% (4)</td>
<td>5.3% (1)</td>
<td>2.74</td>
<td>19</td>
</tr>
<tr>
<td><strong>Developing more outdoor education facilities (nature centers, interpretive trails, etc.)</strong></td>
<td>5.6% (1)</td>
<td><strong>44.4% (8)</strong></td>
<td>22.2% (4)</td>
<td>22.2% (4)</td>
<td>5.6% (1)</td>
<td>2.78</td>
<td>18</td>
</tr>
<tr>
<td><strong>Expanding educational programs about nature and the environment</strong></td>
<td>16.7% (3)</td>
<td><strong>44.4% (8)</strong></td>
<td>33.3% (6)</td>
<td>5.6% (1)</td>
<td>0.0% (0)</td>
<td>2.28</td>
<td>18</td>
</tr>
<tr>
<td><strong>Providing more visitor amenities (benches along trails, picnic areas at or near trailheads, drinking fountains at trailheads)</strong></td>
<td>11.1% (2)</td>
<td>22.2% (4)</td>
<td><strong>44.4% (8)</strong></td>
<td>22.2% (4)</td>
<td>0.0% (0)</td>
<td>2.78</td>
<td>18</td>
</tr>
<tr>
<td><strong>Upgrading existing restrooms</strong></td>
<td>11.1% (2)</td>
<td>27.8% (5)</td>
<td><strong>44.4% (8)</strong></td>
<td>11.1% (2)</td>
<td>5.6% (1)</td>
<td>2.72</td>
<td>18</td>
</tr>
<tr>
<td><strong>Developing new restrooms</strong></td>
<td>16.7% (3)</td>
<td>22.2% (4)</td>
<td><strong>27.8% (5)</strong></td>
<td><strong>27.8% (5)</strong></td>
<td>5.6% (1)</td>
<td>2.83</td>
<td>18</td>
</tr>
<tr>
<td><strong>Expanding open space volunteer programs</strong></td>
<td>15.8% (3)</td>
<td><strong>63.2% (12)</strong></td>
<td>15.8% (3)</td>
<td>5.3% (1)</td>
<td>0.0% (0)</td>
<td>2.11</td>
<td>19</td>
</tr>
<tr>
<td><strong>Recruiting additional open space volunteers</strong></td>
<td>11.1% (2)</td>
<td><strong>72.2% (13)</strong></td>
<td>11.1% (2)</td>
<td>5.6% (1)</td>
<td>0.0% (0)</td>
<td>2.11</td>
<td>18</td>
</tr>
<tr>
<td><strong>Improving COSCA’s website</strong></td>
<td>18.8% (3)</td>
<td>25.0% (4)</td>
<td><strong>31.3% (5)</strong></td>
<td>12.5% (2)</td>
<td>12.5% (2)</td>
<td>2.75</td>
<td>16</td>
</tr>
<tr>
<td><strong>Allowing outside groups to hold events in open space (fun runs, bike races, charity events, etc.)</strong></td>
<td>23.5% (4)</td>
<td>29.4% (5)</td>
<td>5.9% (1)</td>
<td><strong>41.2% (7)</strong></td>
<td>0.0% (0)</td>
<td>2.65</td>
<td>17</td>
</tr>
<tr>
<td><strong>Working to increase (local) community awareness about COSCA and its open space and trails</strong></td>
<td>23.5% (4)</td>
<td><strong>52.9% (9)</strong></td>
<td>17.6% (3)</td>
<td>5.9% (1)</td>
<td>0.0% (0)</td>
<td>2.06</td>
<td>17</td>
</tr>
<tr>
<td><strong>Coordinating with the Chamber of Commerce or other groups to feature COSCA’s trail system in regional or national ad campaigns to</strong></td>
<td>17.6% (3)</td>
<td>29.4% (5)</td>
<td>17.6% (3)</td>
<td><strong>35.3% (6)</strong></td>
<td>0.0% (0)</td>
<td>2.71</td>
<td>17</td>
</tr>
<tr>
<td>----------------------------------------------------------------------------------</td>
<td>----------</td>
<td>----------</td>
<td>----------</td>
<td>----------</td>
<td>----------</td>
<td>----------</td>
<td>----------</td>
</tr>
<tr>
<td>Attract tourism revenue to the Conejo Valley</td>
<td>29.4% (5)</td>
<td>41.2% (7)</td>
<td>23.5% (4)</td>
<td>5.9% (1)</td>
<td>0.0% (0)</td>
<td>2.06</td>
<td>17</td>
</tr>
<tr>
<td>Improving/increasing trail signage</td>
<td>27.8% (5)</td>
<td>50.0% (9)</td>
<td>16.7% (3)</td>
<td>5.6% (1)</td>
<td>0.0% (0)</td>
<td>2.00</td>
<td>18</td>
</tr>
<tr>
<td>Preventing encroachments by private landowners onto COSCA space</td>
<td>77.8% (14)</td>
<td>11.1% (2)</td>
<td>11.1% (2)</td>
<td>0.0% (0)</td>
<td>0.0% (0)</td>
<td>1.33</td>
<td>18</td>
</tr>
<tr>
<td>Other (please specify below)</td>
<td>80.0% (4)</td>
<td>20.0% (1)</td>
<td>0.0% (0)</td>
<td>0.0% (0)</td>
<td>0.0% (0)</td>
<td>1.20</td>
<td>5</td>
</tr>
</tbody>
</table>

Please Specify your Other Rating Listed Above

<table>
<thead>
<tr>
<th>Number of Answers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Answered Question</td>
</tr>
<tr>
<td>Skipped Question</td>
</tr>
</tbody>
</table>
**Q1. Please indicate which of the following value statements you think should be most emphasized by COSCA in the Strategic Plan (please check no more than five statements):**

<table>
<thead>
<tr>
<th></th>
<th>Value Statement</th>
<th>Date/Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Take nothing but pictures. Leave nothing but footprints. Bicycles belong on the streets, not on the trails.</td>
<td>Sep 30, 2011 5:11 PM</td>
</tr>
<tr>
<td>2</td>
<td>Because that one of the bullets on the board that was used to start the meeting, held on Sept. 20th was “CHANGE”, I would like to see a portion of the open space be used for activities other than foot traffic, off road bicycles, and horses. These activities would be environmentally safe, but allow for other uses. Obviously I have a specific activity that I would like to see on a small portion of land that uses the air above the land, but still has access to the land. That activity is the flying of motor less, silent, radio controlled, model sailplanes, in essence kites without strings. Although, Conejo Recreation and Parks Dist. has set aside some parks and parking lots for the flying of power models, these areas are too close to streets, trees, houses, and fences for my purpose. There are some 40 to 50 enthusiast of the sport in the Conejo that is looking for a place to fly. Make the CHANGE.</td>
<td>Sep 29, 2011 3:48 PM</td>
</tr>
<tr>
<td>3</td>
<td>Resource protection is of the utmost importance. All uses should be judged against a standard that provides for resource protection and perpetuation of suitable habitat in as natural a state as possible.</td>
<td>Sep 22, 2011 8:12 PM</td>
</tr>
<tr>
<td>4</td>
<td>(These are sort of complex, multi-faceted choices. Wouldn’t it be better to have just one focus per item? For example in the first one -- “protection of resources” becomes complicated when you add in “cultural traditions.”)</td>
<td>Sep 22, 2011 8:06 AM</td>
</tr>
<tr>
<td>5</td>
<td>Maintain a shared use concept model that puts the onus on trail user community for conflict resolution (not the agency).</td>
<td>Sep 15, 2011 7:14 PM</td>
</tr>
<tr>
<td>6</td>
<td>Close partnership with Native American community regarding new land purchases or whenever new trails/construction of parks occurs. Ex: are there properties that include Native sites which can be purchased in order to protect them? Will a new trail or park be constructed on a known/unknown Native site? - Clint Matkovich-Thousand Oaks</td>
<td>Sep 15, 2011 12:31 PM</td>
</tr>
</tbody>
</table>
Q2. Please indicate which of the following should be the highest priority for COSCA over the next five (5) years (please check only one item):

<table>
<thead>
<tr>
<th></th>
<th>Priority</th>
<th>Date</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Let's be good stewards so that our grandchildren will have a place to go to get back to nature.</td>
<td>Sep 30, 2011 5:11 PM</td>
</tr>
<tr>
<td>2</td>
<td>Because that one of the bullets on the board that was used to start the meeting, held on Sept. 20th was “CHANGE”, I would like to see a portion of the open space be used for activities other than foot traffic, off road bicycles, and horses. These activities would be environmentally safe, but allow for other uses. Obviously I have a specific activity that I would like to see on a small portion of land that uses the air above the land, but still has access to the land. That activity is the flying of motor less, silent, radio controlled, model sailplanes, in essence kites without strings. Although, Conejo Recreation and Parks Dist. has set aside some parks and parking lots for the flying of power models, these areas are too close to streets, trees, houses, and fences for my purpose. There are some 40 to 50 enthusiast of the sport in the Conejo that is looking for a place to fly. Make the CHANGE.</td>
<td>Sep 29, 2011 3:48 PM</td>
</tr>
<tr>
<td>3</td>
<td>What makes COSCA different from other land managers is the fact that it worked with City and developers setting aside land to create open space and local neighborhood trails. I watch people that never before went on any hike accessing our newly opened Newbury Park trail. Those trails were built with help of volunteers and they are not always in a best shape. It is my belief that some of the trails need major overhaul. Your question doesn't separate &quot;upgrade&quot; from &quot;developing&quot; but I think that now that we have network of trails the highest priority should be to upgrade/improve them. That comes hand to hand with controlling or eradicating non-native/invasive plants, stewardship, etc.</td>
<td>Sep 16, 2011 7:37 AM</td>
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<td>4</td>
<td>More boxes should be allowed to be checked off here- In addition to the above, more land should be acquired to link existing open space area and the eradication of non native plants in order to restore native plant communities is of interest to me- Wildwood mesa is one area in which Native plant communities should occur- Native grasses are making a comeback here.</td>
<td>Sep 15, 2011 12:31 PM</td>
</tr>
</tbody>
</table>
**Q3.** For each of the following specific items, please tell us how important that item should be for COSCA to emphasize as a priority. Please tell us if it is very important, somewhat important, not very important or not important at all to you.

<table>
<thead>
<tr>
<th></th>
<th>Description</th>
<th>Date</th>
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<tbody>
<tr>
<td>1</td>
<td>At the COSCA Strategic Plan Public Work Shop held on September 20th, one of the bullets points emphasized at the start of the meeting, was “CHANGE”, I want to see a portion of the open space be used for activities other than foot traffic, off road bicycles, and horses. These activities would be environmentally safe, but would allow for other use and would represent real CHANGE.</td>
<td>Oct 17, 2011 7:34 PM</td>
</tr>
<tr>
<td>2</td>
<td>I'd love a dedicated mountain bike trail, but that's not fair to other user groups, so it should be a low priority. I do, however, think a mountain bike skills park, analogous to the Borchard Skate Park, would be a good addition to the recreational opportunities we already have. I've included some links below to whet your curiosity. The Woodward park shows how a narrow area - like the Edison right-of-way west of Lindero and north of Kanan - can be utilized for more than just growing weeds. Even Knolls Park, or one of the other land-locked open space areas, could have a skills park built to weave back and forth across the slope, packing lots of features into a fairly small area. Wide low-angle areas, like Wildwood at the south end of Santa Rosa Trail, or the flat area just south of the end of Moorpark Road, would also be ideal, but harder to get construction materials into those areas than a place like Knolls, which has Reino running right alongside. It would also be harder to get an ambulance into the more remote areas in case someone gets injuries more serious than bumps and bruises. I'm not suggesting huge stunts like &quot;North Shore&quot; stuff, just teeter-totters and small ramps and skinnies. Might this have a place in a five-year plan? -Scott Renger <a href="mailto:srenger@earthlink.net">srenger@earthlink.net</a></td>
<td>Oct 2, 2011 2:27 PM</td>
</tr>
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<td>3</td>
<td>Do our best to preserve the land as it was before the invasion of the Caucasians.</td>
<td>Sep 30, 2011 5:11 PM</td>
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<tr>
<td>4</td>
<td>I have been using the COSCA trail systems several times a week, either by myself or with my family, for the last 14 years. The trail and park system here is one of the best in the nation, the number and quality of the trails within the Conejo Valley is amazing. I think the city could do a much better job of promoting itself as an outdoor destination, especially within the SoCal community. I myself use the trails primarily for mountain biking, but the experience for hikers and equestrians is equally spectacular. I really like the proposed idea of developing the trailhead at the South end of Moorpark Rd. There are several examples where cities have really used their trails as an asset; Boulder, CO comes to mind. Another great example would be the 7Stanes project in Scotland; though I don't suggest we build an entire network of mountain bike trails, the overall concept of an area capitalizing on its resources is sound.</td>
<td>Sep 30, 2011 4:30 PM</td>
</tr>
<tr>
<td>5</td>
<td>Because that one of the bullets on the board that was used to start the meeting, held on Sept. 20th was &quot;CHANGE&quot;, I would like to see a portion of the open space be used for activities other than foot traffic, off road bicycles, and horses. These activities would be environmentally safe, but allow for other uses. Obviously I have a specific activity that I would like to see on a small portion of land that uses the air above the land, but still has access to the land. That activity is the flying of motor less, silent, radio controlled, model sailplanes, in</td>
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<tr>
<td>6</td>
<td>We were, at one time, regular hikers on COSCA trails. Unfortunately, the increase in mountain bikers who fail to abide by the COSCA policy of yielding to those on foot or horseback, has caused us to hike elsewhere. I realize that the shared use policy is a long standing one, but it's become unpleasant and often hazardous to be a hiker on some of the trails here in the Conejo. Please, please ... do not &quot;rent out&quot; open space for events. There are so few places to go where just being in nature - without competition, noise or agenda - is possible.</td>
<td>Sep 29, 2011 2:25 PM</td>
</tr>
<tr>
<td>7</td>
<td>Protecting open space against illegal construction of flagpoles, benches, and other unauthorized improvements. Also protecting against unlawful uses that degrade habitat, such as marijuana growing.</td>
<td>Sep 22, 2011 8:12 PM</td>
</tr>
<tr>
<td>8</td>
<td>Provide bike racks at trail heads to encourage alternative transportation.</td>
<td>Sep 20, 2011 2:57 PM</td>
</tr>
<tr>
<td>9</td>
<td>Re: Providing a dedicated mountain biking trail route - not sure where this question is coming from. All COSCA trails are multi-use trails which means bikes are allowed. I would not want to see change to this policy. This is what makes Conejo Valley special.</td>
<td>Sep 16, 2011 7:37 AM</td>
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</tbody>
</table>
INTRODUCTION

The Conejo Open Space Conservation Agency (COSCA) is a joint powers agency of the City of Thousand Oaks and the Conejo Recreation and Park District (CRPD) that acquires and manages open space within the Conejo Valley.

A public workshop was conducted on the evening of March 13, 2013 to present the Draft Strategic Plan. Fourteen (14) participants signed in and six (6) COSCA staff in attendance.

Consultant Patrick Miller of 2M Associates presented an overview of the draft COSCA Strategic Plan and then asked the workshop attendees for their questions and comments. He also announced that additional written comments are encouraged until April 1. All such comments would be included in the staff report to the COSCA Board of Directors when the Draft Plan is presented at their April 13 meeting.

QUESTIONS, COMMENTS, AND RESPONSES

- **Comment**: Dramatic comparison to other agencies, why is COSCA so different?
  - Active volunteers
  - COSCA isn’t doing the same amount of stewardship, resource management and long-range planning as other agencies are doing

- **Question**: Could COSF help with COSCA’s staffing shortfalls?
  - Response from COSF Boardmember: COSF can help with specific projects, but they don’t have enough money to cover all of COSCA’s needs.
  - Possible strategy is for COSF to identify tangible projects from the Implementation Actions listed in the Strategic Plan on which they’d like to help.

- **Comment**: Expansion of the open space system could be a burden to taxpayers, doesn’t think that everyone benefits from protected open space. Open space should be considered a “want” not a “need” and should be prioritized.
  - “Expansion” should be put into perspective. The existing public open space system accounts for about 90% of the initial vision for open space in the Conejo Valley. So obtaining additional open space lands in the future to complete the vision is not anticipated to be as significant a challenge as in the past.
  - Response from another attendees: Original plans for Thousand Oaks were for a population of up to 200,000 people. But the founding fathers of the City knew the value of conservation to health, wellness, and avoiding becoming the San...
Fernando Valley. There are also economic benefits to be considered such as housing values.

- **Comment:** Wish there were more opportunities for people to become Park Rangers in Thousand Oaks.
  - Comment: Hillside ordinance adopted by the City council many years ago has protected hillsides and hilltops. Topography of the Conejo Valley has helped preserve much of the open space.

- **Question:** Does COSCA have numbers of how many users we have annually?
  - Answer from COSCA staff: Rangers do some user counts and Trail Patrol volunteers count the people they encounter on trails, but we don’t have complete annual user counts.
  - Suggestion from attendee: hire interns to help with visitor counts.

- **Comment:** COSF is identified in Objective 6.2 regarding partnerships, how does COSCA want COSF to get more involved?
  - Response from consultant: It would be helpful for COSF to go through the list of implementation actions and identify which they’d like to partner with COSCA to accomplish.

- **Question/Comment:** How will invasive plant management plan be developed? As trails are constructed, the issue of invasive plant management becomes more complicated. Wind-borne seeds are the hardest to control. Need to piggyback weed management onto new trail construction projects, shouldn’t just build a trail.
  - This is one of the subjects that would be included in development of Open Space Management Plans as outlined in the implementation actions.
  - Answer from staff: We may need to hire a consultant to prepare a systemwide invasive plant management plan.
Attachment

DRAFT PLAN
WRITTEN COMMENTS

June, 2013
Questions for COSCA regarding the 2013 strategic plan

Hi Shelly:

First, I’d like to reiterate that I am “blown away” by how impressive the 2013 strategic plan is, and I understand how much work went into it. Congratulations on this effort. Second, I’m happy to help/participate in any way to help COSCA achieve these wonderful goals. A few comments/questions:

• Some of the implementation actions seem like they should be able to be accelerated using volunteers. Specifically, 1.3.3, 6.3.1, 6.3.2, 6.3.3, 6.4, 8.1.1, 8.1.2, 8.3.1, etc.
• If the tourism initiative between TO and Agoura proceeds (I’m not in agreement with this initiative), is there a way to siphon some of the anticipated revenue streams directly to COSTAC, COSF, or a TO City general fund for open space. (Note that TO does this for golf fees, but these are well identifiable).
• Is there really a need for a Volunteer Coordinator? We’ve been told to “hold back” on volunteers for Trail Work Days; how many trails are not adopted and/or regularly “watched”? What’s missing? What’s needed?
• On page 28, Strategies for Long-Term Sustainability, noting that existing funding is minimal, “especially since...visitor use have increased significantly over time” again suggests that going the tourism route may not be a wise choice. But, if tourism is inevitable and further stresses the open space (esp. the trails), can TO/COSCA tap those revenues?
• I could use a tutorial on what to look for with regard to “unauthorized use by neighbors” for the trail that I have adopted and the ones I routinely “watch.” I have never seen cars/garbage dumped into the open space, but are there more subtle things I should be aware of?
• I’m impressed by the agency comparisons, but continue to think volunteerism can help keep costs/staff to a minimum.
• I like the idea of corporate sponsorships – as long as they do not include naming rights and are 100% unencumbered. There are many large companies here, and they all benefit from the open space as a means of attracting top employees: It’s why I came to SAGE Publications. I’d be happy to speak with SAGE if I could get a tutorial or script on how to do so.
• I continue to be concerned about the use of Round Up and other chemicals as a means to eradicate invasive species in open space areas, and have specific concerns about its impact on watershed and wildlife. My former town in Connecticut banned its use on all public and school grounds through collaboration between the conservation commission and the public works department, and I believe the entire state of Connecticut has banned its use (and most other chemicals) on all school grounds through the 8th grade. An initiative for high schools is in process. I think I need a tutorial in why wild fennel is so bad.

Craig Percy (COSTAC member)
3/26/2013

Dear Shelly,

Attached please find some recommendations on the strategic plan.

In a nutshell, I support limiting development of open space to the absolute minimum needed to support the mission and the definition of open space. Our Parks and Recreation partner has a tendency, I believe, to build infrastructure. While this may be appropriate for a city park, it isn't for open space.

I also think it is important for the boards to meet regularly, in addition to staff meetings.

I appreciate the opportunity to share my recommendations and the reasons for them.

Sincerely,

Brent Lamb
COSCA Strategic Plan Draft
Lamb Comments

Resources Objectives

2.5 Unit Management
2.5.1 Increase ranger staff.
*Attract and retain the most competent and proficient ranger staff available by assuring that they are compensated at levels competitive with comparable open space agencies. Annual salary surveys and appropriate labor market adjustments are to be made. Annual budgets are developed to anticipate labor market adjustments.*

3.2 Trail Inventory
3.2.2 add: *that are consistent with the open and primitive nature of the COSCA Trail System and COSCA Open Space definition.*

6. Partnership
6.1 Leadership.
6.1.1 add: *only when consistent with open space definition and primitive nature of COSCA open space.*
*Where conflicts with open space definition are identified, construction of any type is to be deferred until environmental impact is assessed. Environmental impact assessment will include identification of all possible alternatives to construction including but not limited to use of nearby facilities. For example, construction in Rancho Potrero Open Space could be reduced or eliminated by shared use of parking at Rancho Sierra Vista and use of restroom at City owned park across the street. Handicapped accessibility could be provided through use of existing paved road at west end of the property.*

6.2 COSF
6.2.1 amend to read: *Biannually COSF and COSCA boards of directors shall meet jointly to monitor progress toward completion of goals and objectives and to develop new goals and objectives as necessary.*

10. Management Clarity
10.5-10.5.1 *Re-design COSCA logo to more clearly communicate the mission, vision, and values of the organization. Current logo is dated, murky, and ambiguous. Host a design competition to promote interest in COSCA and secure a more inspiring design.*

11. Urban Edge
11.1.1 change to: *annually.*
11.1.2 delete: *as feasible*
For whom this may concern:

The facts speak for themselves. Thousand Oaks is the ideal place for an organization like COSCA to thrive and remain an integral part of the community. Understanding our success and fully appreciating it, I will focus on a just few recommendations.

Build on COSF: FUNDING FUNDING FUNDING. We have lots of ideas and few dollars. Ensuring active recruitment, community exposure, and relevant / exciting projects will turn COSF into a cash cow, which would happily supplement COSCA on it’s mission. If the supporters are kept abreast of the issues, the trails, and the benefits of supporting openspace directly - retaining years of financial support should be easier than other causes. Ensure adequate linkage between COSCA, COSTAC, and COSF websites too get community members plugged in easily.

Harnessing Talent: form stronger ties with groups that benefit and enhance open space, like the Boy Scouts of America and Girl Scouts too. Their younglings must complete eagle scout projects. COSCA should develop a list of items that can be taken on by local troops, like habitat restoration, bench building, trail enhancements with general oversight of course. Reaching out to these groups will ensure a vibrant participation by future adults.

NEW WEBSITE - enough said.

Share resources with city administration: TO city sends out monthly emails called “City Eco-Updates” there is no reason why COSCA can’t participate in some of the content. Today I received an email about a Native Plant sale from COSCA, and an Eco Update from the city, those emails can be combined and pushed to a larger audience.