County of Orange
Resources and Development Management Department

Harbors, Beaches and Parks
Draft Strategic Plan

Presentation to the Board of Supervisors
November 21, 2006
Background

- At the direction of the Board of Supervisors, preparation of the HBP Strategic Plan began in October 2005.
- The purpose of the Strategic Plan is to redefine the vision and mission for Harbors, Beaches and Parks and to develop goals, strategies and action plans for the next ten years.
The Strategic Plan is needed to address key strategic issues including:

- Funding of Regional Parks
- Core vs. Non-core Business
- Stewardship of Open Space
- Issues arising from the Public Outreach Program.
HARBORS, BEACHES, AND PARKS STRATEGIC PLAN

Process & Schedule

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<th>Phases</th>
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<td>Visioning</td>
<td>Define Values, Vision and Mission</td>
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<td>Goals and Strategies</td>
<td>Formulate Goals and Strategies</td>
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<td>Final Report</td>
<td>Develop Action Plans and Performance Measures</td>
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<th>Process &amp; Schedule</th>
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<td>Mar - July ‘06</td>
<td>Aug - Nov ‘06</td>
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<td>Dec ‘06 - Jun ‘07</td>
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Key Plan Components

- Facilitation & Outreach
- Analysis
- Strategic Plan Development
Facilitation and Outreach

- Board Offices Interviews
- 5 Stakeholder Advisory Committee meetings: ~ 200 attendees
- 5 Community Forums – one in each Supervisorial District: ~250 attendees
- 7 Technical Advisory Committees
- 2 HBP All Staff Workshops
- 2 Public Surveys – telephone survey, park visitor survey
- Park Operations Staff Survey
Facilitation and Outreach

Stakeholder Advisory Committee

- 5 Meetings from April to November
- Both organizations & individuals represented
- 35-75 in attendance per meeting
- Break-out groups to brainstorm ideas
Facilitation and Outreach

Community Forum #1

- June 19, 2006
- Supervisor Jim Silva, District 2
- Peter & Mary Muth Interpretive Center, Newport Beach
Facilitation and Outreach

Community Forum #2

- June 27, 2006
- Supervisor Chris Norby, District 4
- Clark Regional Park, Buena Park
Facilitation and Outreach

Community Forum #3

- June 28, 2006
- Supervisor Lou Correa, District 1
- Old Orange County Courthouse, Santa Ana
Facilitation and Outreach

Community Forum #4

- July 6, 2006
- Supervisor Tom Wilson, District 5
- Laguna Hills Community Center, Laguna Hills
Facilitation and Outreach

Community Forum #5

- July 12, 2006
- Supervisor Bill Campbell, District 3
- Irvine Regional Park, East Orange
Facilitation and Outreach

Technical Advisory Committees

- Cultural and Historic Resource Stewardship
- Regional Recreation and Open Space
- Natural Resource Management/Environmental Stewardship
- Local Partnerships and Alliances
- Trails and Connections
- Funding and Organizational Structure
- Park Operations and Maintenance Staff
Facilitation and Outreach

Telephone Survey

- 1,000 OC residents surveyed
- 27% visited an HBP park in the last year
- 95% rated their visit as “Excellent/Good”
- 90% rated overall quality, appearance, cleanliness of facilities as “Excellent/Good”
- 80% satisfied with current park amenities
- Most visited parks for outdoor recreation & to enjoy nature
Facilitation and Outreach

Park Visitors Survey

HBP Operations Staff Survey

- 815 park visitors surveyed
- 85-95% of comments were positive
- Most park staff rated their facility conditions as Good to Very Good
- “Best of Orange County” (OC Register)
- HBP parks have consistently rated No. 1 in many categories
For most of the past ten years, HBP’s recurring costs and revenues ran about equal to each other. HBP’s financial picture is projected to improve substantially over the next ten years.
Strategic Plan Framework

- Values/ Vision/ Mission
- Goals/ Strategies
- Action Plans/ Objectives/ Performance Measures
Strategic Plan Framework

Continue its traditional responsibilities:

- providing high quality and diverse regional recreation facilities;
- preserving Orange County’s cultural, historical and natural resources.
Strategic Plan Framework

**Expand responsibilities:**

- the new emphasis on *stewardship*
- careful and responsible management is reflected in both the proposed vision and mission statements.
Strategic Plan Development

Vision

Preserve Orange County’s parks in perpetuity for the recreation, education, and inspiration of all visitors
Strategic Plan Development

Mission

As a steward of significant natural and cultural resources, Orange County Parks manages and operates a system of regional parks, beaches, harbors, trails and historic sites that are places of recreation and enduring value.
Strategic Plan Development

Goals

- Recreational Opportunities
- Natural Resources Stewardship
- Cultural & Historic Resources Stewardship
- Access & Connections
- Public Communication & Education
- Collaborative Leadership/Partnerships
- Organizational Effectiveness
- Financial Discipline
- Public Safety
Strategic Plan Development

Goal: Recreational Opportunities

Meet the regional recreational needs of a growing population in balance with the preservation and protection of natural, cultural and historic resources.
Strategic Plan Development

Goal: Natural Resources Stewardship

Preserve and protect the environmental legacy of Orange County for present and future generations.
Strategic Plan Development

Goal: Cultural & Historic Resources

Stewardship

Preserve and protect the cultural and historic legacy of Orange County for present and future generations
Strategic Plan Development

Goal: Access & Connections

Ensure the accessibility to and continuity of the county’s harbors, beaches, parks, cultural sites and trails.
Strategic Plan Development

Goal: Public Communication & Education

Increase public awareness and appreciation for the natural, cultural, and historic resources of Orange County.
Strategic Plan Development

Goal: Collaborative Leadership/
Partnerships

Create strategic partnerships alliances by pro-actively engaging other organizations and the community-at-large.
Strategic Plan Development

Goal: Organizational Effectiveness

Align organizational structure and capabilities with the mission and goals.
Strategic Plan Development

Goal: Financial Discipline

Achieve sustainable long-term financial viability to satisfy operational needs, capital requirements and desired programs and services.
Strategic Plan Development

Goal: Public Safety

Ensure that the public enjoys a high level of safety and security in all HBP facilities.
Separate Department Feasibility Study

- Project approach: A summary-level analysis of the key impacts of a stand-alone department

- Key potential benefits
  - More autonomy in planning for and implementing HBP’s mission
  - Increased programmatic and operational efficiency
  - Greater public visibility of HBP issues and projects
  - Projected savings of at least $200,000 to HBP

- Key potential costs
  - Less coordinated approach to the management of the County’s natural resources and public facilities
  - Financial impact to RDMD
Recommended Actions

1. Approve the Harbors, Beaches and Parks (HBP) Strategic Plan structure, including the vision and mission statements and the goals and strategies, and direct Resources and Development Management Department (RDMD) to proceed with Phase III Action Plans and Performance Measures.

2. Provide comments and direction as necessary for inclusion in Phase III, including direction on the separate HBP Department Study and the HBP name change to Orange County Parks.

3. Without further Board action, authorize the Purchasing Agent or his designee to exercise a contingency cost increase not to exceed a total of ten percent of the contract amount for the first year of the contract.
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