



OC parks  
2021



5-YEAR  
STRATEGIC FINANCIAL PLAN

## Our Vision

Champions of the land for a thriving community.

## Our Mission

We preserve and enhance OC Parks' natural and cultural resources for recreation, education and exploration.

# STRATEGIC PLAN GOALS

NO.	GOALS	ONGOING INITIATIVES
1	Understand Our Park Visitors' Needs	Collection of visitor use surveys park special events.
2	Promote OC Parks	Development of consistent messaging and identity for all of OC Parks utilizing various methods such as social media platforms and email newsletters.
3	Protect Our Parks in Perpetuity, Together	Implementation of educational initiatives to inspire visitors to value, respect and protect OC Parks' natural and cultural resources.
4	Serve as Stewards of OC Parks' Assets	Countywide playground survey assessment. Identification of opportunities for preservation and adaptive use of historical and cultural buildings and sites.
5	Practice Sustainable Financial Management	Continue to evaluate and prioritize expenditures to ensure OC Parks are open, safe and clean.
6	Ensure Responsible Park Development and Expansion	Develop a strategic master plan for the overall OC Parks system, focusing on connectivity and opportunities to expand in underserved areas.
7	Implement Thriving, Resilient Eco-Systems for Emergency	Develop and implement emergency management plans to protect our public facilities and natural resources.
8	Cultivate an Effective, Dynamic Workforce	Implementation of organizational structure and staff changes to allow OC Parks to fulfill its mission.

# OC PARKS HIGHLIGHTS

## 2021 ACCOMPLISHMENTS

- Grand opening of Aliso and Wood Visitor Center
- Completion of the Mile Square Regional Park Master Plan
- Implementation of trail use designations pilot project
- Record attendance for summer concert and movie series
- Groundbreaking on the OC Zoo large mammal exhibit

## 2022 ACTIVITIES

- Mile Square Regional – continued progress on 93-acre Park Expansion
- Talbert Regional – continued progress on Master Plan development
- Development of Crawford Canyon Park
- Capistrano Beach – continued efforts to preserve beach and parking lot

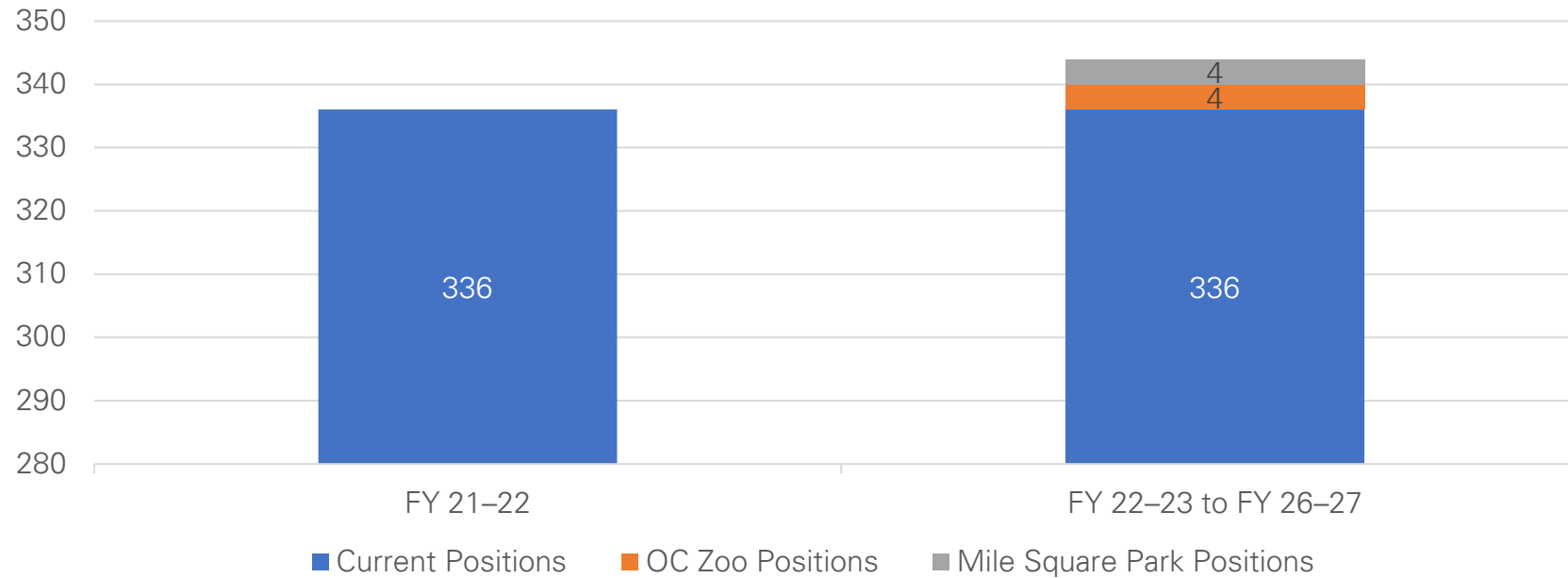
# STRATEGIC FINANCIAL PLAN ASSUMPTIONS (Baseline)

- Salaries & Benefits: vacancy rate 5.86% or 20 positions vacant
- Property Taxes Growth Rate: Yr. 1: 3.75%; Yrs. 2–5: 3.5%
- **Reduction** to interest income and rents to align with PY trends
- Services & Supplies: historical trends, CEO Budget Rates (CPI - Year 1: 2.5% and Years 2–5: 3.1%), current year budget, “new” expanded facility operation costs to support the OC Zoo Expansion and Mile Square Park Expansion
- Equipment: **reduced** large equipment purchases
- Other Financing: **reduced** capital improvement projects (Fund 406) and vehicle replacement evaluation
- Reserve Obligations: operating reserve (Fund 405) to align with County’s policy for GF, capital project reserve (Fund 406) maintain, and Dana Point Tidelands (Fund 108) draw down \$35M

# FUND 405: OC PARKS OPERATIONS (Baseline)

	Actual	Modified Budget						Variance
	FY 20–21	FY 21–22	FY 22–23	FY 23–24	FY 24–25	FY 25–26	FY 26–27	5 Yr.
Positions	334	<b>336</b>	336	336	336	336	336	0%
Salaries & Employee Benefits	36,768,741	<b>38,242,648</b>	40,017,507	40,241,147	40,747,485	40,878,698	41,007,828	7%
Services & Supplies	76,827,143	<b>89,235,753</b>	76,576,367	81,695,779	82,585,521	83,411,101	84,990,907	-5%
Other Charges	40,639	<b>149,000</b>	152,725	157,459	162,341	167,373	172,562	16%
Equipment	1,579,007	<b>3,485,000</b>	1,275,000	1,314,525	1,355,275	1,397,288	1,456,069	-58%
Other Financing Uses (Subsidy to Other Funds)	20,665,693	<b>36,472,516</b>	9,093,285	7,451,301	9,990,649	13,111,322	15,602,982	-57%
<b>Total Requirement:</b>	<b>135,881,223</b>	<b>167,584,917</b>	<b>127,114,883</b>	<b>130,860,211</b>	<b>134,841,270</b>	<b>138,965,783</b>	<b>143,230,348</b>	<b>-15%</b>
Revenues (Property Taxes - 85%)	127,546,898	<b>126,180,756</b>	127,114,883	130,860,211	134,841,270	138,965,783	143,230,348	14%
Use of FBU (Fund Balance Unassigned)	8,334,325	<b>41,404,161</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	-100%
<b>Total Financing:</b>	<b>135,881,223</b>	<b>167,584,917</b>	<b>127,114,883</b>	<b>130,860,211</b>	<b>134,841,270</b>	<b>138,965,783</b>	<b>143,230,348</b>	<b>-15%</b>

# AUGMENTATIONS



## Expand Augmentations:

- Add 4 Operations Positions for OC Zoo Expansion – *1% increase to total position count*  
*(Submit FY 21-22 Mid-Year Adj.)*
- Add 4 Operations Positions for Mile Square Park Expansion – *1% increase to total position count*

# FUND 406: CAPITAL PROJECTS (Baseline)

	Actual FY 20–21	Modified Budget FY 21–22	FY 22–23	FY 23–24	FY 24–25	FY 25–26	FY 26–27	Variance 5 Yr.
Services & Supplies	3,738,342	<b>3,300,512</b>	7,029,900	2,532,000	3,125,250	3,372,000	2,455,907	-26%
Construction	13,396,707	<b>32,322,922</b>	6,992,363	4,823,203	7,000,000	5,953,500	8,315,000	-74%
Other Financing Uses (Transfers-Out)	179,601	<b>0</b>	0	0	0	0	0	N/A
Increase to Reserves	0	<b>0</b>	420,000	0	0	1,167,034	2,071,914	N/A
<b>Total Requirement:</b>	<b>17,314,650</b>	<b>35,623,434</b>	<b>14,442,263</b>	<b>7,355,203</b>	<b>10,125,250</b>	<b>10,492,534</b>	<b>12,842,821</b>	<b>-64%</b>
Revenues	1,337,558	<b>2,630,079</b>	3,307,467	143,030	149,117	136,335	134,034	-95%
Other Financing Sources (Subsidy from 405)	17,000,000	<b>32,993,355</b>	8,006,531	6,289,452	7,885,812	10,356,199	12,708,787	-61%
Decrease to Reserves	0	<b>0</b>	1,055,881	922,721	2,090,321	0	0	N/A
Use of FBU (Fund Balance Unassigned)	(1,022,908)	<b>0</b>	2,072,384	0	0	0	0	N/A
<b>Total Financing:</b>	<b>17,314,650</b>	<b>35,623,434</b>	<b>14,442,263</b>	<b>7,355,203</b>	<b>10,125,250</b>	<b>10,492,534</b>	<b>12,842,821</b>	<b>-64%</b>
FBU - Fund Balance Unassigned	2,072,385	<b>2,072,384</b>	0	0	0	0	0	-100%
FBR - The Irvine Company North Ranch Capital Project Reserves (D026)	1,033,000	<b>1,033,000</b>	623,025	623,025	623,025	623,025	623,025	-40%
FBR - Undesignated Capital Reserves (P084)	16,783,385	<b>16,783,385</b>	16,557,479	15,634,758	13,544,437	14,711,471	16,783,385	0%



# FUND 108: DANA POINT TIDELANDS (Baseline)

	Actual	Modified Budget						Variance
	FY 20–21	FY 21–22	FY 22–23	FY 23–24	FY 24–25	FY 25–26	FY 26–27	5 Yr.
Services & Supplies	2,633,772	<b>2,200,535</b>	2,730,975	2,813,143	2,897,855	2,985,189	3,075,228	40%
Services & Supplies (Harbor Patrol)	4,199,416	<b>4,938,497</b>	5,061,959	5,213,818	5,370,233	5,531,340	5,697,280	15%
Capital Projects	0	<b>13,106,000</b>	0	0	0	0	12,000,000	-8%
Other Financing Uses	0	<b>18,467</b>	18,929	19,515	20,120	20,744	21,387	16%
<b>Total Requirement:</b>	<b>6,833,188</b>	<b>20,263,499</b>	<b>7,811,863</b>	<b>8,046,476</b>	<b>8,288,208</b>	<b>8,537,273</b>	<b>20,793,895</b>	<b>3%</b>
Revenues	2,994,731	<b>2,655,497</b>	2,971,008	2,883,377	2,890,219	2,896,618	2,902,557	9%
Decrease to Reserves	0	<b>0</b>	576,725	5,163,098	5,397,989	5,640,655	17,891,339	N/A
Use of FBU (Fund Balance Unassigned)	3,838,457	<b>17,608,002</b>	4,264,130	0	0	0	0	-100%
<b>Total Financing:</b>	<b>6,833,188</b>	<b>20,263,499</b>	<b>7,811,863</b>	<b>8,046,475</b>	<b>8,288,208</b>	<b>8,537,273</b>	<b>20,793,896</b>	<b>3%</b>
FBU - Fund Balance Unassigned	21,872,132	<b>4,264,130</b>	0	0	0	0	0	-100%
FBR - Operating Reserves (9811)	5,083,000	<b>5,083,000</b>	5,083,000	5,083,000	5,083,000	3,573,773	0	-100%
FBR - Dana Point Capital Projects Reserves (9813)	23,448,089	<b>23,448,089</b>	23,448,089	23,448,089	23,448,089	23,448,089	9,130,523	-61%
FBR - Contingencies Reserves (9815)	15,269,240	<b>15,269,240</b>	14,692,515	9,529,417	4,131,428	0	0	-100%
<b>Total Fund Balances:</b>	<b>65,672,461</b>	<b>48,064,459</b>	<b>43,223,604</b>	<b>38,060,506</b>	<b>32,662,517</b>	<b>27,021,862</b>	<b>9,130,523</b>	<b>-81%</b>

Dana Point Harbor Master Lease commits the county to \$20M toward the Harbor Revitalization project.

# FUND 106: NEWPORT TIDELANDS (Baseline)

	Actual	Modified Budget						Variance
	FY 20–21	FY 21–22	FY 22–23	FY 23–24	FY 24–25	FY 25–26	FY 26–27	5 Yr.
Services & Supplies	2,947,960	<b>3,700,216</b>	3,114,371	3,210,873	3,310,594	3,413,236	3,479,667	-6%
Services & Supplies (Harbor Patrol)	3,003,089	<b>3,193,107</b>	2,870,831	2,956,956	3,045,665	3,137,035	3,231,146	1%
Other Charges	10,895	<b>13,000</b>	13,325	13,738	14,164	14,603	15,056	16%
<b>Total Requirement:</b>	<b>5,961,944</b>	<b>6,906,323</b>	<b>5,998,528</b>	<b>6,181,567</b>	<b>6,370,423</b>	<b>6,564,874</b>	<b>6,725,869</b>	<b>-3%</b>
Revenues	5,765,273	<b>4,699,209</b>	4,869,418	4,927,931	4,987,484	5,048,141	5,109,888	9%
Other Financing Sources (Subsidy from 405)	2,783,300	<b>2,207,113</b>	0	0	905,226	1,516,733	1,615,981	-27%
Use of FBU (Fund Balance Unassigned)	(2,586,629)	<b>0</b>	1,129,110	1,253,636	477,713	0	0	N/A
<b>Total Financing:</b>	<b>5,961,944</b>	<b>6,906,322</b>	<b>5,998,528</b>	<b>6,181,567</b>	<b>6,370,423</b>	<b>6,564,874</b>	<b>6,725,869</b>	<b>-3%</b>
FBU - Fund Balance Unassigned	2,860,459	<b>2,860,459</b>	1,731,349	477,713	0	0	0	-100%

# OC PARKS OTHER FUNDS (Baseline)

	Actual	Modified Budget						Variance
	FY 20–21	FY 21–22	FY 22–23	FY 23–24	FY 24–25	FY 25–26	FY 26–27	5 Yr.
<b>FUND 459 - NORTH TUSTIN CSA</b>	533,642	<b>4,352,775</b>	2,503,004	777,315	803,228	830,049	857,702	-80%
<b>FUND 477 - E YORBA LINDA CSA</b>	113,709	<b>125,717</b>	130,769	136,814	142,896	149,016	155,174	23%
<b>FUND 15K - LIMESTONE CANYON TRUST FUND</b>	3,008	<b>6,800</b>	3,038	3,069	3,099	3,131	3,161	-54%
<b>SUBTOTAL</b>	<b>650,359</b>	<b>4,485,292</b>	<b>2,636,811</b>	<b>917,198</b>	<b>949,223</b>	<b>982,196</b>	<b>1,016,037</b>	<b>-77%</b>

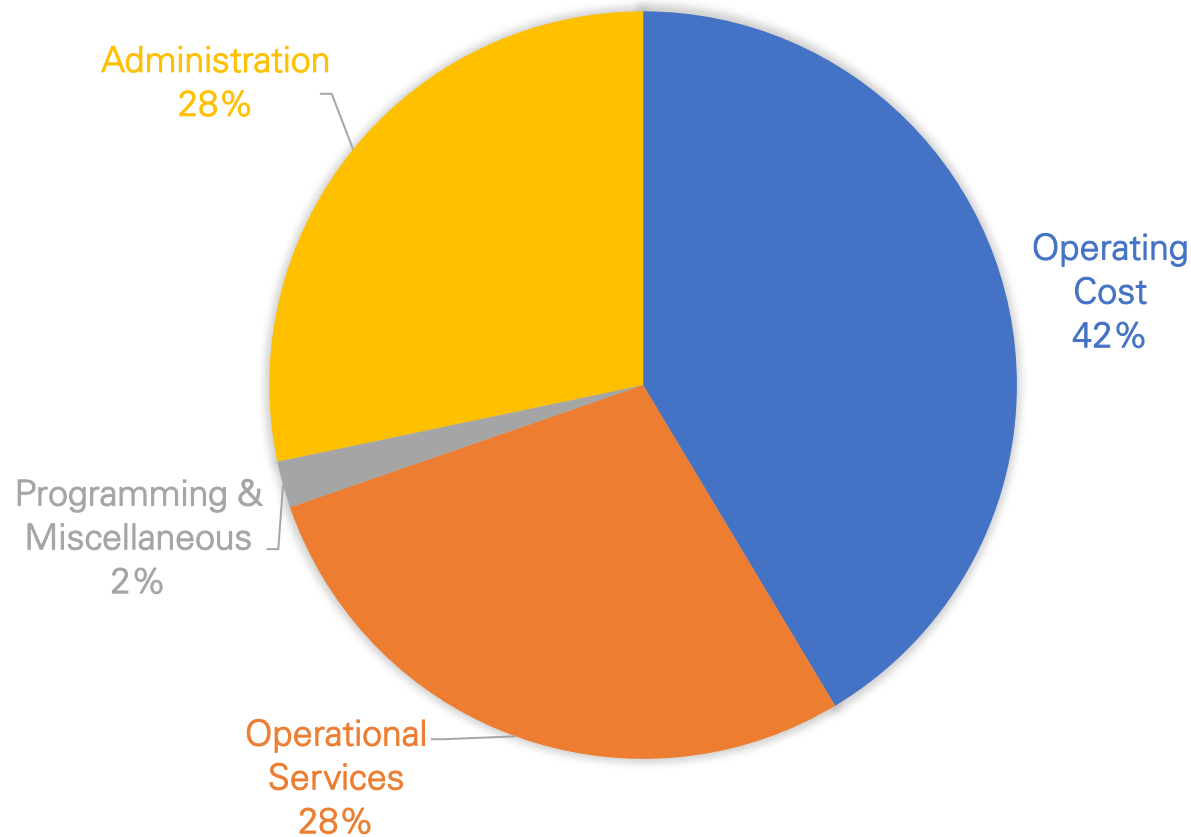
Fund 459 covers landscaping and maintenance needs related to the unincorporated North Tustin area, including Crawford Canyon Park. FY 21–22 includes a one-time Capital Project: Crawford Canyon Park. FY 22–23 includes a one-time increase in Fund 459 Reserves.

Fund 477 covers landscaping and maintenance needs related to Woodgate Park in the East Yorba Linda County unincorporated Island.

Fund 15K is a trust fund for Limestone Canyon.

# Services and Supplies Overview

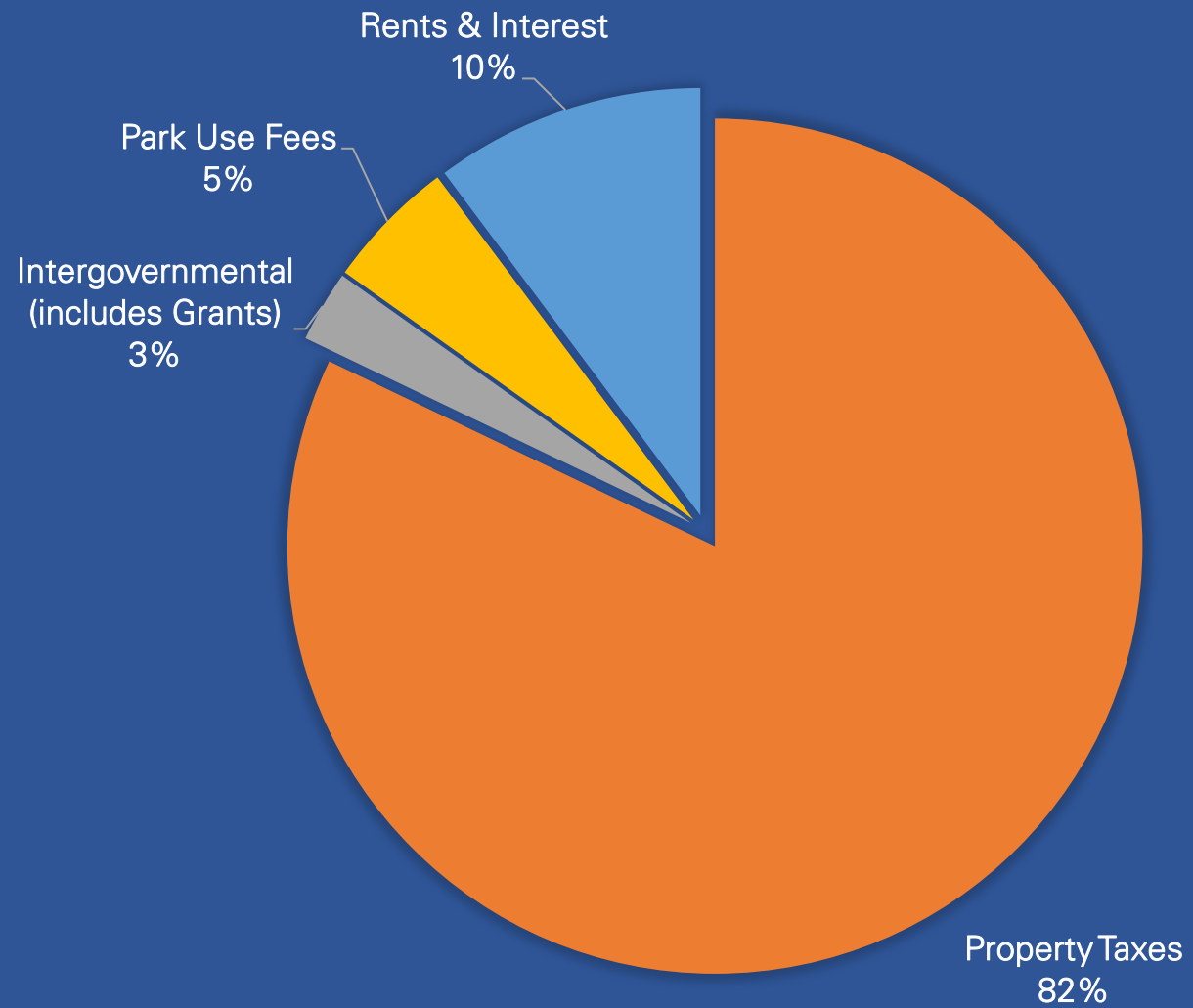
(For FY 22–23 and excludes cost transferred between Park Funds)



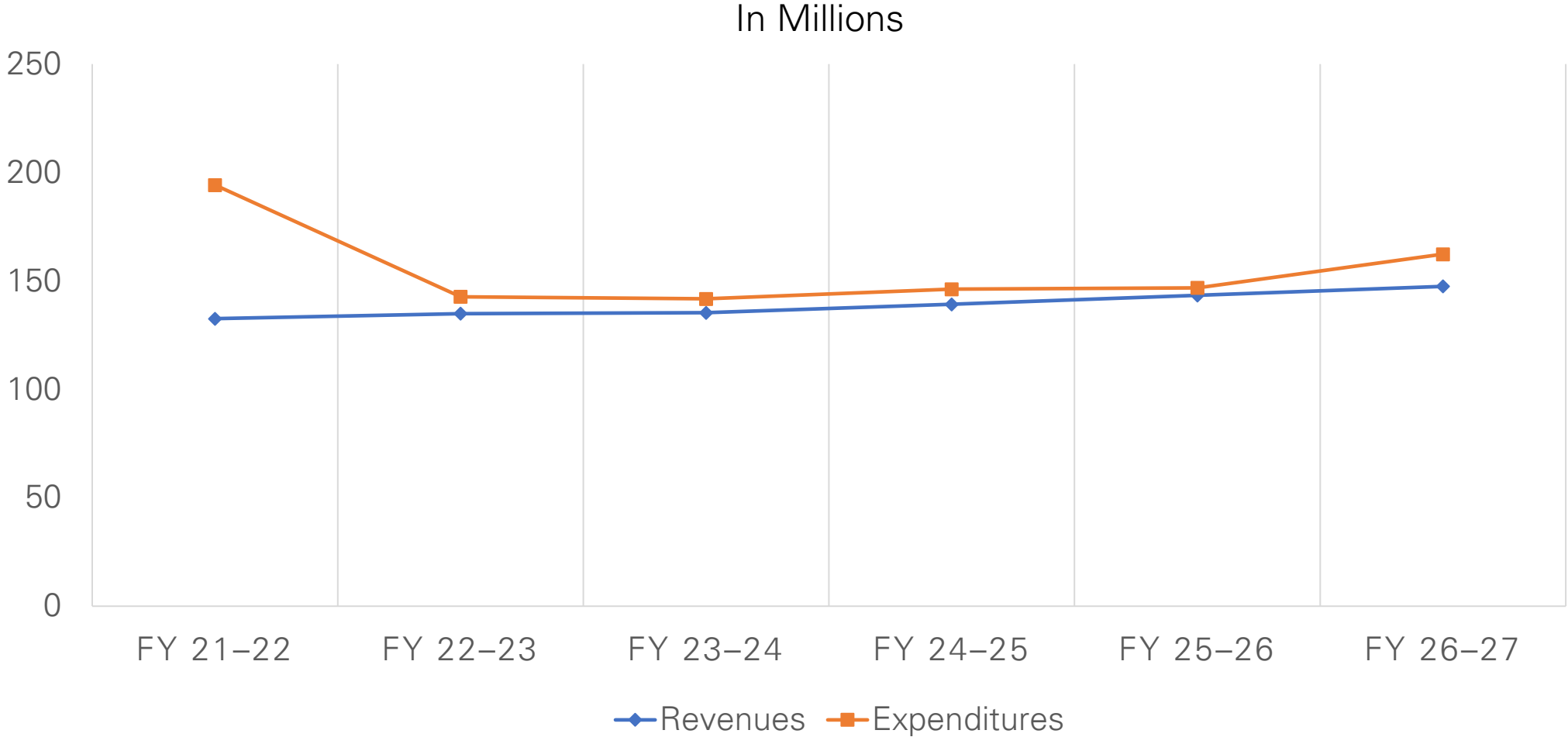
18%	15,325,410	Harbor Patrol
4%	3,443,170	Irvine Ranch Conservancy
3%	2,351,388	Parking Operator Fees
3%	2,327,642	Lifeguard Services
1%	519,886	Flood Control Channels Patrol (HOT)
0%	222,858	Watershed & Coast Resources
0%	75,226	Sheriff Security
10%	8,724,322	Professional Services
9%	7,819,058	OCCR Administration
3%	2,569,054	CWCAP
1%	1,293,735	OCPW Project Management
1%	1,175,041	IT
1%	874,508	Auditor Controller
1%	785,764	County Counsel
1%	769,472	CEO Real Estate
12%	10,585,613	General Facility Maintenance
6%	5,163,970	Maintenance - Landscaping
5%	4,599,550	Utilities
4%	3,764,166	Alterations/Improvements
4%	3,116,184	Transportation - Fuel/Maintenance
3%	2,989,505	Janitorial/Trash
2%	1,363,813	Insurance
2%	1,318,529	Equipment - Tools/Maintenance
1%	1,242,474	Maintenance - Tree Services
1%	1,100,271	Office Expenses/Printing/Minor Equipment
1%	816,136	IT - Hardware/Software/Maintenance/Licenses
1%	680,125	Telecommunication
2%	2,033,492	Programming & Miscellaneous
<b>87,050,362</b>		<b>Subtotal</b>

# REVENUE OVERVIEW

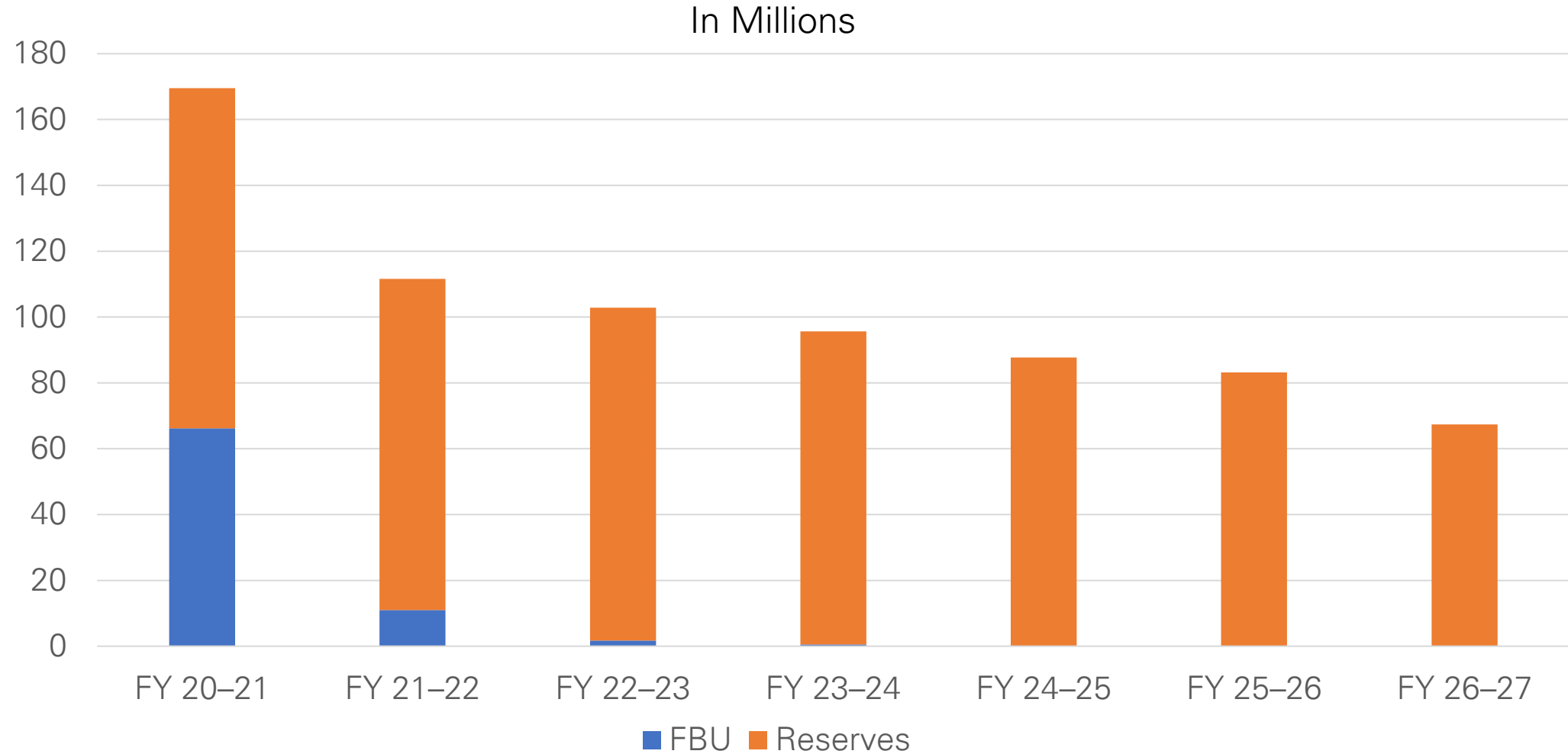
(Excludes Transfers-In/FBU/FBR)



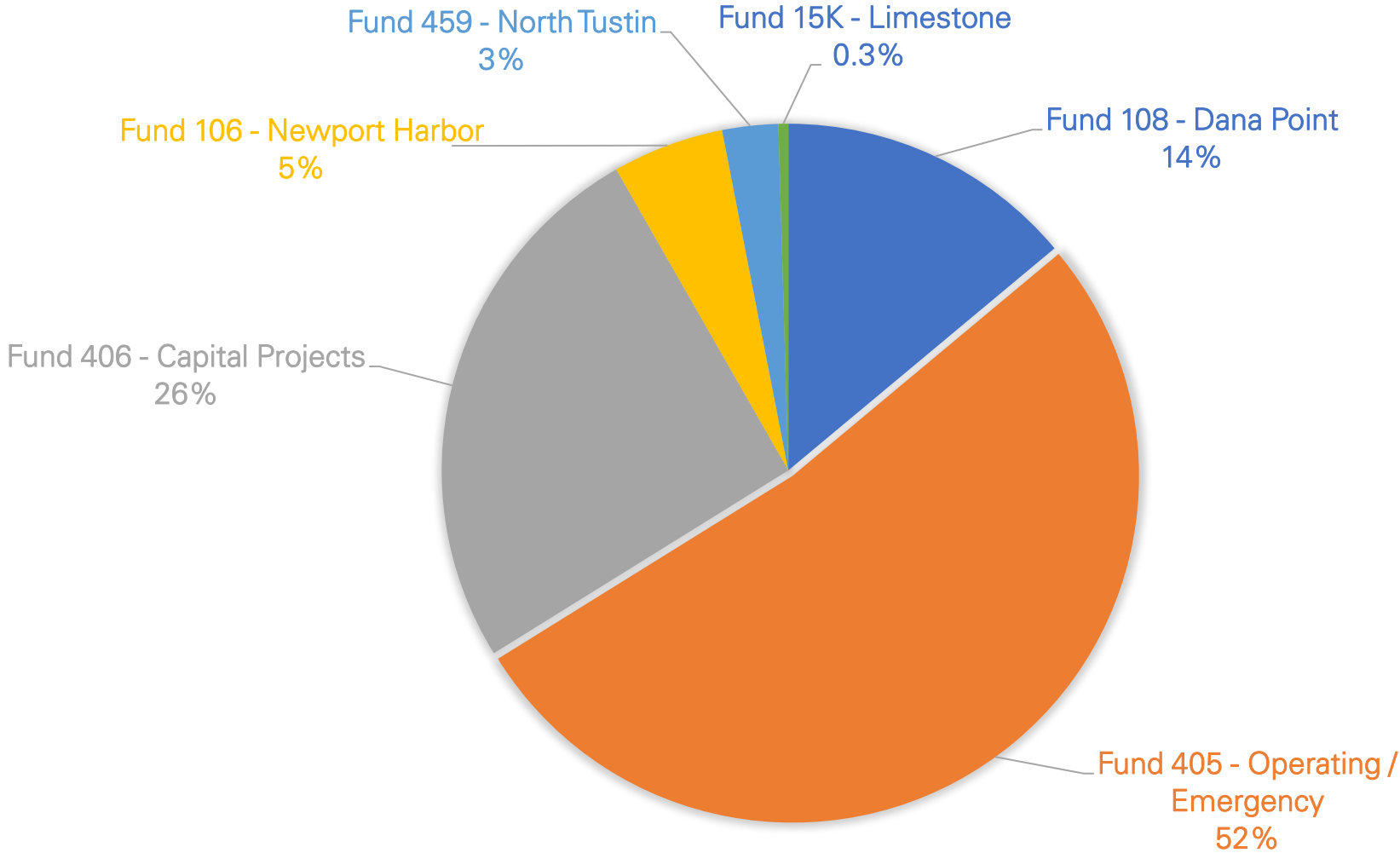
# REVENUE vs. EXPENDITURES



# FUND BALANCE UNASSIGNED and RESERVES



# RESERVE BALANCES ENDING





# CHALLENGES

Aging Infrastructure	Natural Disasters/ Environmental Hazards	Maintaining Services Levels/Service Increase	Governmental/ Legislative	Increasing Costs	Funding Constraints
<ul style="list-style-type: none"><li>• Long-term Facility Maintenance and Refurbishment Obligations</li><li>• After FY 25–26 \$230 million in known deferred maintenance and Board - approved park Master Plan improvements.</li><li>• Increased park visitation creates accelerated wear and tear on facilities.</li></ul>	<ul style="list-style-type: none"><li>• Coastal Erosion</li><li>• Wildfires, Landslides</li><li>• Invasive Insects &amp; Plants</li><li>• COVID-19</li></ul>	<ul style="list-style-type: none"><li>• Increased Park Use Increases Staffing Demands</li><li>• OC Zoo Expansion and Mile Square Park Expansion</li></ul>	<ul style="list-style-type: none"><li>• Legally mandated Capital Improvements (e.g. ADA, CCC Requirements)</li><li>• Board-approved Park Master Plans and Lease Improvements</li><li>• Request from Cities/Other Jurisdictions for Cost-Share and Service Level Increases</li></ul>	<ul style="list-style-type: none"><li>• Salaries &amp; Benefits</li><li>• Cost of Supplies &amp; Services</li></ul>	<ul style="list-style-type: none"><li>• Limited Revenue Sources</li><li>• Reduction in Lease Revenues</li><li>• Diminishing Reserves and Fund Balance Available</li><li>• Limitations on Use of Reserves</li><li>• Fund 405 subsidizes all Restricted Funds when depleted</li></ul>

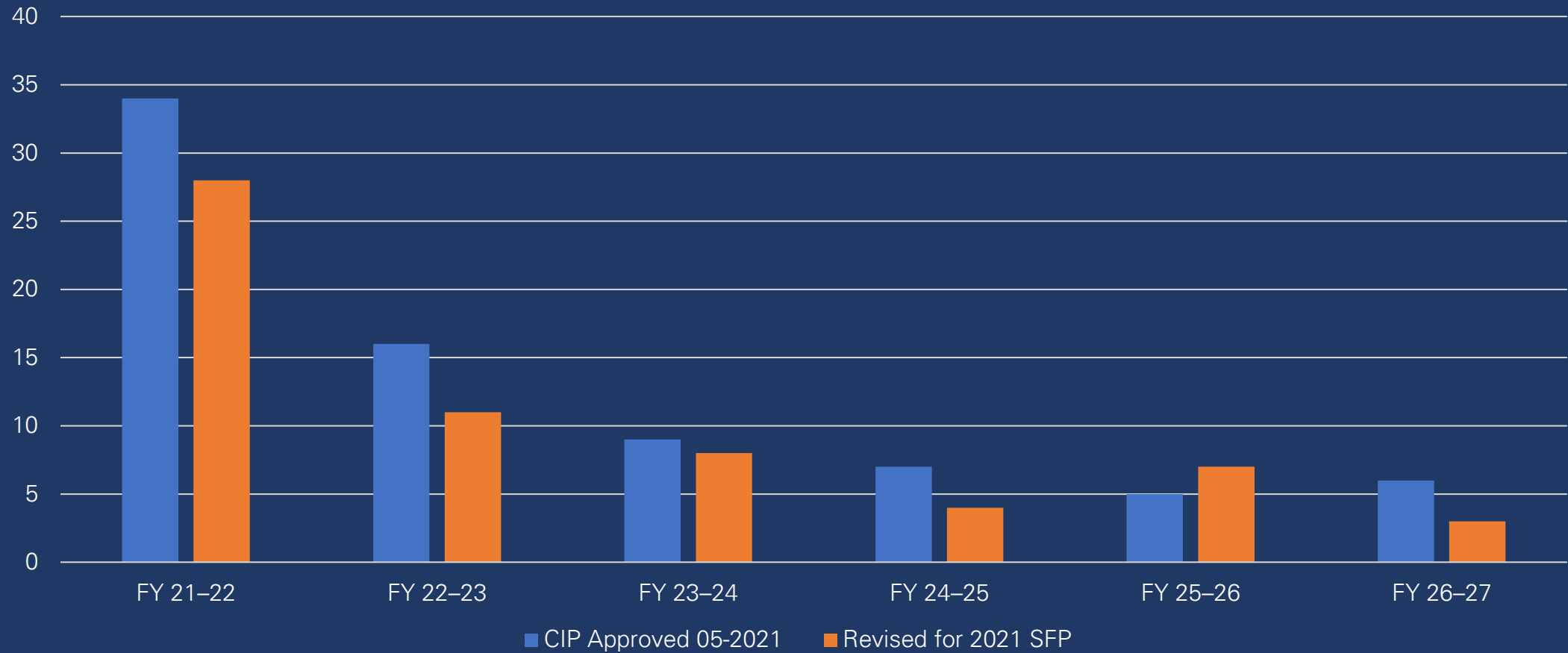
# REDUCED CAPITAL IMPROVEMENT PLAN

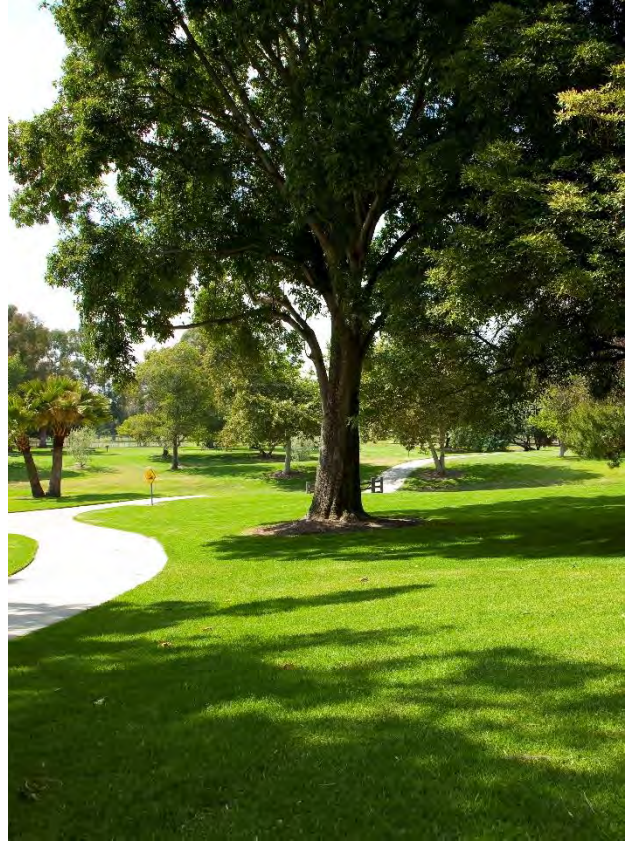
7-Year CIP Board-approved 05-06-2021 (FY 21–22 to FY 26–27)	Revised 7-Year CIP for 2021 SFP (FY 21–22 to FY 26–27)	Changes
77 Projects (primarily maintenance / refurbishment)	61 Projects (primarily maintenance / refurbishment)	<u>Reduced</u> 16 Projects (projects deferred to future year)
\$146.5M	\$110.0M	<u>Reduced</u> \$36.5M

- Projects focus on maintenance and repairs for existing assets and facilities
- Over \$350 million in long-term obligations including:
  - Upcoming & deferred maintenance
  - Improvements identified in Board-approved park Master Plans

# CAPITAL IMPROVEMENT PLAN

## Number of Projects





QUESTIONS?

**ORANGE COUNTY PARKS COMMISSION**

**STAFF REPORT**

**FROM:** Tom Starnes, Director, OC Parks

**DATE:** November 4, 2021

**SUBJECT:** Proposed 2022 OC Parks Commission Meeting and Field Trip Schedule

A proposed schedule of 2022 meeting and field trip dates is provided below for the Commission's review.

Seasonal field trips provide the Commission with valuable onsite experiences at various County facilities. The locations and dates of these field trips will be determined by the Commission in the month(s) preceding the field trip.

January 6	Regular Meeting
February 3	Regular Meeting
March 3	Regular Meeting
April 7	Cancelled Meeting
Date TBD	Commission Field Trip — Location and Date TBD in the prior month
May 5	Regular Meeting
June 2	Regular Meeting
July 7	Cancelled Meeting
Date TBD	Commission Field Trip — Location and Date TBD in the prior month
August 4	Regular Meeting
September 1	Cancelled Meeting
Date TBD	Commission Field Trip — Location and Date TBD in the prior month
October 6	Regular Meeting
November 3	Regular Meeting
December 1	Cancelled Meeting

**RECOMMENDED ACTION:**

Approve the 2022 Parks Commission meeting and field trip schedule.

  
Tom Starnes



# George Key Ranch

*Historical Park*

## George Key Ranch Reopening Ceremony

Saturday, November 6  
10 a.m. to 2 p.m.

George Key Ranch Historical Park  
625 W. Bastanchury Road  
Placentia, CA 92870

Registration required. Please RSVP to:  
**(949) 585-6433** or email  
[rsvp@ocparks.com](mailto:rsvp@ocparks.com)



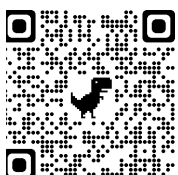
Event and parking are free.

OC Parks invites you to celebrate the reopening of George Key Ranch on Saturday, November 6. Extensive repairs to the historic building were made following the structural damage caused by the 5.1 magnitude La Habra earthquake in 2014 and Key Ranch is ready to reopen to the public.

A ribbon cutting ceremony with special presentations discussing the renovations and restorations will take place at 10 a.m. The event will include self-led tours of the grounds and live music. Guided tours of the historic Key home will be available hourly starting at 11 a.m.

Registration required. Please RSVP to (949) 585-6433 or email [rsvp@ocparks.com](mailto:rsvp@ocparks.com). **Event parking is located at Sierra Vista Elementary School, 1811 N. Placentia Ave.**

Beginning November 6, George Key Ranch Historical Park will be open on Saturdays from 10 a.m. to 2 p.m. with guided tours offered at 1 p.m. Please contact the park for more information.



For more information, scan QR code.  
Para más información, escanee el código QR.  
더 많은 정보가 필요하다면, QR 코드를 스캔하세요.  
Muốn có thêm thông tin, xin quét mã số QR  
欲了解更多信息, 請掃描二維碼。