

Appendix H

Public Meeting
Wallgraphics and Summaries

County of Orange Harbors, Beaches and Parks Strategic Plan

Stakeholder Advisory Committee Meeting #1

Upper Newport Bay Nature Reserve– Peter and Mary Muth Interpretive Center

April 27, 2006

Meeting Synopsis

OPENING AND AGENDA REVIEW

Director Kevin Thomas opened the meeting and welcomed participants. He explained the strategic planning process was an opportunity to re-envision our Harbors Beaches and Parks (HBP) and asked that they do so from a global, system-wide perspective. As members of the Stakeholder Advisory Committee (SAC), they will be asked to help create a shared vision for HBP, to explore how we can all fit into that vision, and how best to express that vision.

He then introduced Pat McLaughlin of Moore Iacofano Goltsman, Inc. (MIG), the lead for the strategic planning team hired by HBP to assist in preparation of the strategic plan. Pat reviewed the agenda and introduced Mark Sillings, the MIG Project Manager.

Mark provided an overview of the strategic planning process; including an explanation of the advisory role the SAC will play in helping to develop the strategic plan. He also presented a set of guidelines to facilitate the work of the SAC. Among many other benefits, these guidelines would ensure that all voices would be heard, respected, and considered during all SAC discussions.

This prompted a question regarding the schedule for completion of the strategic plan, especially given there will be a new Board of Supervisors next year. Kevin explained that the draft strategic plan will be completed by late November.

Scott Thomas, Design Manager for HBP, reviewed the contents of a reference manual prepared to provide SAC members with background information on HBP. This included information on all HBP facilities, history of HBP, mandates from the General Plan, budget overview, staff organization, and volunteerism. When asked how many people here this evening participate in HBP volunteer opportunities, twelve hands were raised. In response to a question about whether there have been any residual impacts from the Orange County bankruptcy, Kevin stated that it had affected their capital programs. However, payments stop in 2016, and the strategic plan is an opportunity to clarify funding priorities for the future.

GROUP INTRODUCTIONS AND EXPECTATIONS

Pat McLaughlin asked the SAC members to introduce themselves, and to briefly identify their desired outcomes and expectations for the strategic plan and key issues they believe need to be addressed in process.

Project Outcomes and Expectations

- Preserve existing native landscapes and create more, especially in densely developed urban areas.
- Create connections between different parks and with urban areas.
- Use the parks more extensively for education, as outdoor classrooms.
- Educate public on importance of wildlife protection
- Create a vision for the Harbor Patrol and its service to the boating public
- Pursue newer modes of transportation (bikeways, pedestrian) as viable connections between parks.
- Preserve the natural and cultural history/ecology of Orange County
 - Explain what it use to be like and how it could beneficially change in the future
- Enable HBP to become more of an entrepreneurial organization; leverage its resources to generate funds needed for park facilities and programs
 - Without having to rely on taxes to achieve its goals
- Establish clear role and function for HBP and regional park system
- Create strong relationships with community-based organizations
- Stewardship
- Tourism as a resource

Key Issues

- Use public survey to get input from 3 million Orange County residents
- Conduct more extensive outreach and promotion of current HBP assets; to both residents and tourists
 - Reach out more to non-English speaking population
- Get Harbor Patrol and Sheriff off of HBP payroll
- Expand park system through acquisition opportunities; especially when funding becomes available
- Support smart growth (building up rather than out); integrate new park facilities into high-rise development projects
- Use cutting-edge green technology in all HBP facilities; use as an educational and showcase tool
- Complete all incomplete trails, and ensure all existing trails remain multi-use trails
- Establish policy rules to prevent the HBP budget from being raided each year for other purposes.

- Ensure adequate funding for maximum operation of wilderness parks, i.e. staff, buildings, and maintenance
- Leverage other planning opportunities (e.g. SAWPA) to achieve HBP goals
- Pursue multi-purpose projects and non-traditional spaces, such as utility easements, to provide recreational uses
- Look at benefits of HBP as a stand-alone agency, the way it use to be.
- Plan for increase use and burden on HBP facilities, both as population increases and high gas prices encourage people to stay home for vacations
- Determine what HBP funding would have been without the bankruptcy
- Promote the value of what HBP contributes to the quality of life in Orange County; the Board of Supervisors need to know
- Avoid leasing parkland (e.g. golf courses) to generate funding
- Provide affordable, accessible mass transit from cities to parks
- Clarify role for parks in water quality improvement
- Establish a game plan for beaches; including who maintains and cleans
- Establish long-range plan to deal with invasive species and their impact on native wildlife and habitats
- Distinguish yourself from other park systems in the County, especially cities and other “regional” providers
- The Orange County zoo is under utilized and underappreciated; it needs to be a part of this strategic plan
- Determine how to complete the master plan of bikeways and multi-use trails
- Make sure HBP isn’t burdened by other needs; watershed mandates are not the responsibility of HBP
- HBP should not be penalized because of poor planning by cities and developers
- Develop a master plan for each park and determine how much use it can sustain.
- Develop funding strategies for the post-build out scenario 10 years from now when developer fees are no longer viable.
- Find new places for horse stables
- Agree on terminology for wilderness, open space, recreational parks, habitat
 - Establish clear expectations on how these different spaces/places are used to prevent incursions by other uses (e.g. golf course does not equal open space)

STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT)

Ms. McLaughlin then asked the group to participate in a HBP SWOT analysis, beginning with its strengths.

Strengths

- Breadth, complexity and dedication of stakeholders
- Great staff

- Interaction with volunteers, civic organizations
- Availability of park sites for field trips; educate students about nature
- Some very unique properties, such as the Orange County Courthouse, that are unmatched in southern California, and maybe the nation
- A powerful mindset as stewards of incredible properties in perpetuity; rather than managers with a bottom-line orientation.
- Seek partnerships with adjacent landowners, like the state parks
- Great outreach to underserved populations
- Provides great public relations for the entire County
 - The regional park system and HBP are very well-respected
- Jewel of Orange County
- Tourism opportunities
- An organization that has given stakeholders great accessibility, and which is strong and self-confident enough to look critically at its self.
- A strong commitment to preserving open space
- Great trail system
- Dedicated property as tax funding source

Weaknesses

- Flawed organizational structure
 - Weak ties to decision-making at organizational levels above HBP
 - HBP staff forced to do things they do not want to do
- Seen by Board of Supervisors as a “stepchild”
 - In sharp contrast to the community which sees HBP as one of the most visible high profile components of the County
 - Board has “bad hearing”; they have ignored the Grand Jury Report
 - Continual need to re-educate the changing Board of Supervisors
 - HBP suffers at the whim of elected officials who respond to many special interests, potential exists to ruin the wilderness parks
- Lack of funding undermines everything
 - Unpredictability makes it difficult to plan effectively
 - Understaffed because of lack of funding
 - Deferred maintenance; what is the dollar value of this?
- HBP giveaways source of funding difficulties
 - Donor to the County because of bankruptcy
 - Harbor Patrol annual \$11 million giveaway
- Role of HBP in habitat and resource protection is unclear to public; see only the more visible recreational component
- Shared weakness in communication between County and cities (which have their own agendas)
- Lack of park interpreters and recreational programs

- Mis-information and disinformation by public and electeds about HBP or its programs (e.g. complaints about “horse” trails but there are only multi-use trails)
- The Harbor function does not fit with the rest of the organization.
 - Requires a very different mind set and capabilities
- As population grows, the public will expect even more from their parks

Opportunities

- Restructure reporting relationships and governance structure; explore a variety of organizational options
 - HBP as a separate department within the County organizational structure
 - HBP as a joint powers authority totally separate from the County
 - HBP as a county-wide agency separate from the County, like the County Fire Department, Library or OCTA
 - Set up a non-profit organization to manage wilderness parks
 - Special district funding options
- Re-define parks in terms of national security
- Develop better marketing materials to promote these tremendous resources
- Elevate importance of parks and open space as critical infrastructure, in response to the current wave of interest at all levels of government
 - Use a different kind of language to convey this message
- Create more community gathering and public meeting spaces
- Use public/private partnerships to improve management of the park system
 - Creative opportunities – stay one more day in Orange County
 - Tourism bed tax as revenue stream for HBP tourist facilities
 - Apply Measure M bond funds
 - Developers use pictures of horses and beautiful open space as marketing tools to sell their properties

Threats

- Upcoming elections may lead to a change in attitude and policy support for HBP
- County personnel outside HBP staff negotiating the future of HBP assets
- Unable to take advantage of grant opportunities because of staffing shortages and lack of matching funds
- If mission and vision of HBP are defined in a new way, we could lose rather than gain properties
- Management of parks turned over to other unqualified organizations or agencies
- Developers not fulfilling commitments to complete trails; back door negotiations leading to renegeing on original agreements

- Expectations of newer more affluent residents different from those in the past
- Economic trends in state and nation that may impact HBP
 - Real estate market
 - Lack of smart growth plan
 - Economic pressures on Fish and Game and other partner agencies at state and federal level
- Growth creating increased competition for open space between recreation and wilderness
- Mitigated lands being used more than once for mitigation- no to re-mitigation

ADDITIONAL STAKEHOLDERS

Ms. McLaughlin asked if there were other stakeholders who should be asked to participate in the strategic planning process. Suggestions included:

- Bolsa Chica Land Trust
- Native Americans
- Organized sports groups
- Asian community
- UCI, other researchers, scientific and academic community for best practices
- SCAG (for city government) or League of Cities
- Outdoor recreation industry (REI)
- US Fish and Wildlife, Fish and Game, other resource agencies
- Army Corps of Engineers
- Go out to school groups, youth, key clubs
- Los Cerritos Land Trust
- Chamber of Commerce, business community
- Cleveland Natural Forest
- Recreational Boaters
- CREEC (Orange County Department of Environmental Education)
- Life Guard Association
- Surfriders

Kevin noted that since many of these are user groups specific to particular facilities, they may best be able to help by serving as advisors on specific issues or joining technical advisory committees (TACs) that will work with the SAC. This will enable the SAC to continue looking at the strategic process from a more global perspective.

NEXT STEPS

The next meeting of the SAC is scheduled for June 1st, 6-8pm at the Old County Courthouse Museum in Santa Ana. All documents related to this meeting and the strategic planning process will be posted on the HBP website (www.ocparks.com.)



HARBORS BEACHES & PARKS

STRATEGIC PLAN ADVISORY #1

COMMITTEE

APRIL 27 2006

- RE-VISION OUR HARBORS, BEACHES & PARKS /
- HOW WE ALL FIT IN /

ISSUES

- OUTREACH ON WHAT ASSETS ARE HERE
- PROMOTION - INSIDE / OUTSIDE
- SHERIFFS OFF OUR RAYDOL
- WAYS TO ACQUIRE MORE O/S
- BUILD PARK FAC. INTO NEW H-RISE DEV/PS
- CUTTINE-EDGE GREEN BLUE TECH - SHOWCASE
- COMPLETE TRAILS KEEP EXISTING OPEN AS MULTI-USE
- PREVENT HBP F/ BEAK RAIDED

PRESERVE NATIVE LANDSCAPE & CREATE MORE

PARKS AS OUTDOOR CLASSROOM

BIKWAYS / PED / COMITE

PARK-PARK CONNECTION

HARBOR PATROL VISION

WILDLIFE PROTECTION

NATURAL CULTURAL HISTORY / ECOLOGY

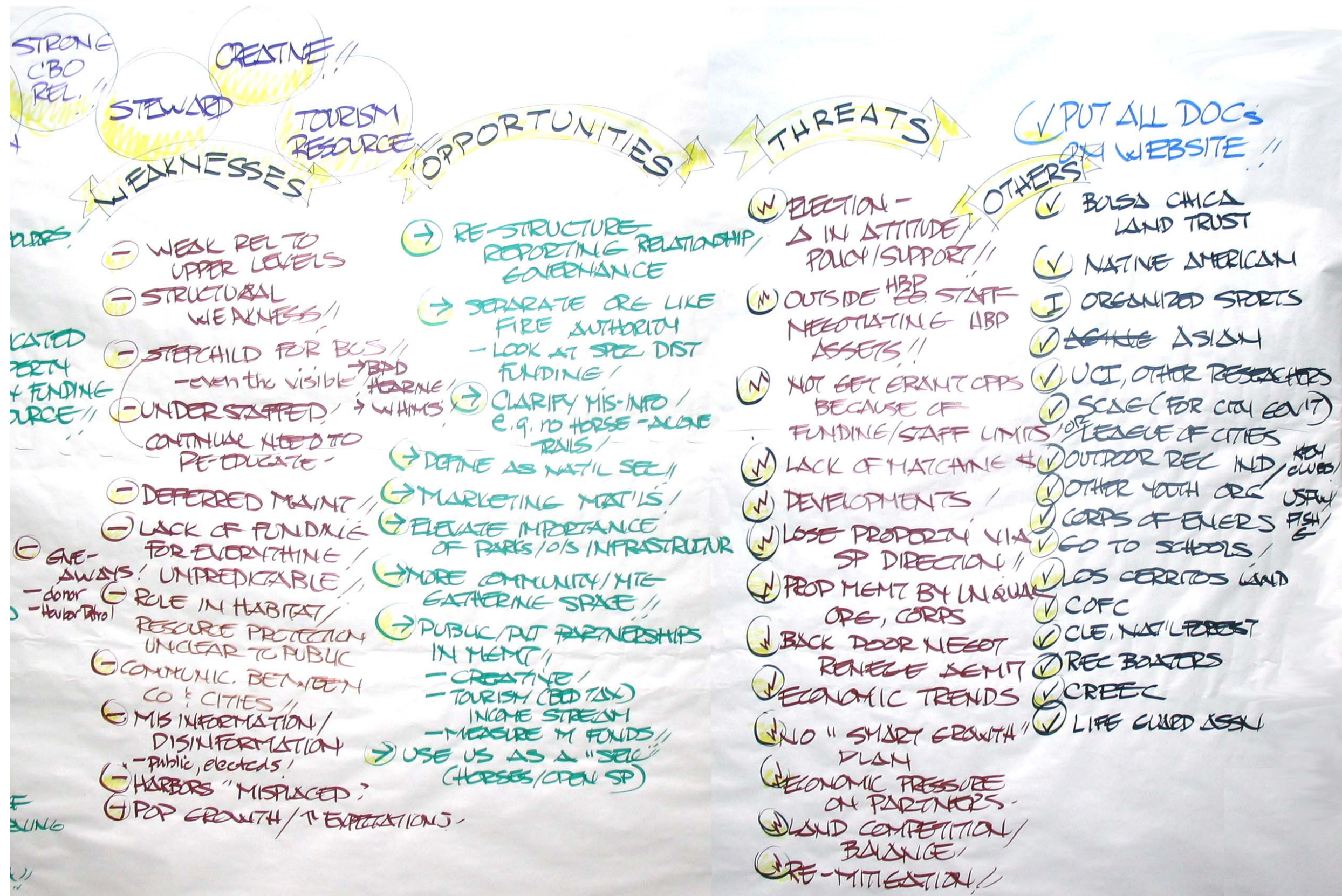
ENTREPRENEURIAL LEVERAGED APPROACH - INTERDEPENDENCE F/TAX

CLEAR ROLE / FUNCTION

STRONG CBO REL.

STRENGTHS

- ADAPTABLE \$ F/ WILDERNESS F/OPS (MAX)
- LEVERAGE OTHER PLANE OPS
- LOOK AT HBP AS STAND-ALONE - TENDING W/O BANKRUPTCY
- PLAN FOR 1 FACILITY USE - STAY-AT-HOME
- PLACE OF MASS TRANSIT
- ROLE OF PARKS IN WATER QUALITY
- CAMPPLAN F/ BEACHES
- ADDRESS INVASIVE SPECIES RE. HABITAT
- DISTINGUISH SELF F/ OTHERS (CRUE VS AKA CITY)
- MASTERPLAN OF BIKWAYS / TRAILS + STORIES FOR EACH HARBOR, BCH, PARK - CAPACITY
- AVOID LEASING PARKLAND TO GENERATE \$
- ZOO PART OF SP
- NOT A DUMP
- FOCUSED DEV/ID FDE F/ TENDING
- CLEAR TERRITORY / "WILDERNESS" "OPEN SPACE" "REC'L PARK" "HABITAT"
- BREADTH / INTELLIGENCE OF STAKEHOLDERS, GREAT STAFF, + VOLUNTEERS, CIT, ORG'S
- AVAILABILITY TO EDUCATORS / STUDENTS
- UNIQUE PROPERTIES - OC COURTHOUSE
- STEWARDSHIP - NEED EVEN MORE
- SEEK PARTNERSHIPS W/ ADJ PARKS
- INTERACTION W/ VOLUNTEERS
- OUTREACH TO UNDERSERVED
- GREAT PR F/ COUNTY - WELL-RESPECTED
- JEWEL OF CC
- TOURISM OPPORTS
- HAVE "GOOD HEARING" ACCESSIBLE
- WILLING TO LOOK CRITICALLY AT SELF
- COMMITMENT TO PRESERVING OPEN SPACE
- GREAT TRAIL SYSTEM
- DEDICATED PROPERTY TAX FUNDING SOURCE
- GIVE-AWAYS - donor - Harbor Patrol
- CO
- M
- P
- HA
- PA



County of Orange Harbors, Beaches and Parks Strategic Plan

Stakeholder Advisory Committee Meeting #2
Old Orange County Courthouse, Santa Ana

June 1, 2006

Meeting Synopsis

OPENING AND UPDATE ON STRATEGIC PLAN PROCESS

Director Kevin Thomas opened the meeting and welcomed participants. Following self-introductions by all the SAC participants, Kevin explained the meeting was going to begin with a background presentation on HBP and if necessary answer any questions that they might have. This would be followed by break outs into smaller groups to discuss their ideas for the vision and mission of HBP, after which reassembling to collectively focus on the development of common vision and mission statements.

Mark Sillings of Moore Iacofano Goltsman, Inc. (MIG) provided an update on the strategic planning process. He explained that we were still in the first of three phases in the strategic planning process. This phase was focused on defining the mission, values, and vision of HBP. Public outreach was a major component of this first phase, which included not only these SAC meetings, but also five upcoming community forums scheduled for later in June and July, as well as a telephone user survey. Each community forum will be designed to educate people about the full scope of HBP's functions while also gathering specific input for the vision and mission. The telephone survey will be complemented by an on-site survey to be distributed to park visitors.

OVERVIEW OF HARBORS BEACHES AND PARKS

Kevin Thomas then gave a PowerPoint presentation providing an overview of HBP that highlighted background material included in their SAC Strategic Plan Workbook. The presentation included a history of HBP from the creation of Orange County Park in 1897 to its current circumstances, an explanation of how HBP goals are derived from the Orange County General Plan, an overview of HBP facilities, and a review of HBP funding and expenditures. He concluded with the current HBP mission statement and its core business components.

Afterwards, there was an opportunity for people to ask questions and to comment on the presentation.

- Were grants included in the pie chart detailing HBP funding sources? – Yes

- What was the impact of pension increase on HBP expenditures?
- HBP maps should highlight County landfills as potential areas for future parks
- How to communicate corrections or omissions to HBP maps or other materials? – email to staff at theplan@ocparks.com
- There has been a change in the mission statement from early 90's to now. How will that be used? – We will draw on past mission statements to help inform what should be done in the future.
- Why was the Aliso Creek Watershed Project not included in the SAC Workbook? – There are two separate, integrated efforts underway at this time. In addition to the Strategic Plan, a Resource Management Plan is also under development. A specific project is more appropriately dealt with at the level of the Resource Management Plan. The Strategic Plan is meant to provide a more holistic perspective (vision, mission, and values), which will apply to all programs.
- Will current negotiations and projects be put on hold until the completion of this plan? – HBP and the County will continue to operate per current policies, but also the Board of Supervisors will be receiving regular updates on this process and these discussions.
- Although recognizing that HBP work must continue, there was still concern some key issues should not be acted while the plan is under development, such as the potential transfer of management responsibilities for HBP facilities, including the Old Orange County Courthouse. – In response to a suggestion from Kevin, there was a general consensus that he would send a memo to the Board asking for no further transfers until the Strategic Plan is completed.
- Any additional comments, including dissenting opinions, should be sent by email. All such comments will be compiled and responded to.

VISION AND MISSION - BREAKOUT GROUP DISCUSSIONS

Following the HBP 101 presentation and subsequent comments, SAC members went into smaller breakout groups to which they had been randomly assigned. Mark Sillings explained that the purpose was to get their input regarding the Vision for HBP, and to then consider how well the current set of HBP goals, as derived from the General Plan, align with this potential Vision. The “vision” was defined as a description of what success will look like, or the ideal environment HBP is trying to achieve. The “mission” is the role HBP plays in helping to bring about this vision, its role as an organization.

In the first part of the discussion, SAC members were presented with a list of 18 vision concepts, representing potential building blocks for a vision statement. These concepts were derived from ideas SAC members had provided during their 1st meeting, as well as additional suggestions from HBP staff. Participants were first given an opportunity

to add or change anything on the list, including how the concepts were expressed. After that they were asked to select their top four Vision Concepts, which they would want incorporated into a future HBP vision statement. Once each group reached a consensus regarding their preferred vision concepts, they were asked whether the current set of HBP goals would enable them to achieve to this “vision.” If not, what goals needed to be changed or deleted, or new goals added?

Following the completion of the breakout group discussions, SAC members re-assembled. Each group reported their respective findings – both their preferred vision concepts and their observations on how these would impact the mission and goals of HBP.

VISION AND MISSION – GROUP DISCUSSION

Although the groups had met separately, there was significant similarity among the groups. All five breakout groups had identified three vision concepts among their top four:

- Stewardship of the land and water resources
- Protect wildlife and preserve native habitat
- Expansion, restoration and preservation of open space

Two breakout groups, however, believed these three concepts represented a single integrated concept, and for that reason identified at least three additional concepts to arrive with their four preferred concepts. These other preferred concepts, as well as additional concepts selected by the other breakout groups included:

- Parks as outdoor classrooms; a place to learn
- A connected system of parks
- A community gathering place
- Multi-use trails for people, bikes, and horses
- Parks improve quality of life
- Premier recreation system in Southern California
- Gold standard for regional recreation
- Safe, well maintained, accessible.

Some breakout groups revised their preferred vision concepts, as follows:

Group Concept A

- Protection and preservation of wildlife, open space, and native habitats

- Providing a sense of place that enhances community and quality of life
- Providing learning opportunities
- Providing safe, well-maintained and accessible spaces and opportunities

Group Concept B

- Provide stewardship of the County's natural, cultural, and historic resources in order to protect the environment, provide recreational opportunities, and enhance education

Group Concept C

- Protect, preserve and enhance through stewardship
- Establish "premier" recreation system
- Connections: places, regional/local, trails, past-present-future, and communities
- Bolster quality of life

Other comments and observations made during the general discussion period included:

- The vision for HBP and the regional parks portrayed as a holistic system.
 - Stewardship seen as the focal point with three key elements and their respective benefits as the objects of this system
 - Recreation (quality of life)
 - Resources (harmony)
 - Education (wisdom)
- Stewardship needs to encompass natural, cultural, and historic resources
- Need to do a better job promoting and publicizing these treasures, especially locally.
 - Build public awareness to ensure future support for HBP and the regional park system
- Find a balance between preservation and needs for recreation
- The recreational system should meet a diverse set of needs
- The term recreational "facilities" is too limiting; need to use more inspiring terminology
- Preservation, protection and restoration of open space will require responsible, financial stability
 - There has to be a focus on resources; pay attention to current resources and uses.
 - Need to build partnerships with other agencies to achieve this vision and these goals
 - Need to resolve funding issues with other County agencies
- Education and interpretation seen as important goals that can complement recreation.

- Enhancing understanding of nature a key goal
 - Our state of mind must change by recognizing that we have finite natural resources
- Providing a sense of place enhances community
 - Has social value
 - Adds to the quality of life
- Don't sacrifice park resources due to safety
 - Both are essential goals but park staff already spread thin and may not be able to do both under current conditions
- Need to accommodate growth
- Build a legacy for the future
- Promote volunteerism
- Limit intensification of development to specific areas where development has already occurred.
- Providing access for everyone includes ADA access
- To achieve this vision HBP should become a separate organization
 - Current structure is too disconnected from the key decision-making processes in the County

COUNTY OF ORANGE



HARBORS, BEACHES & PARKS

Strategic Plan

STAKEHOLDER ADVISORY COMMITTEE MEETING #2

QUESTIONS

? COUNTY LANDFILLS?
→ UNDER CONSIDERATION

? NEW ACQUISITIONS?
→ CONSIDERING OPTIONS

? OMISSIONS TO MAPS?
→ EMAIL TO STAFF!

? PREVIOUS MISSION STATEMENT?

? WATERSHED PROJECT @ ALISO CANYON? INFO?
→ RESOURCE MGMT. PLAN
→ NEED HOLISTIC VISION/MISSION/VALUES TO APPLY TO PROGRAMS

? CURRENT NEGOTIATIONS/PROJECTS ON HOLD FOR THIS PLAN?
→ INFORMING POLICY DECISIONS
→ BOARD OF SUPES RECEIVE UPDATES ON THIS PROCESS
→ OPERATING ON CURRENT POLICIES

? S.A.C. MEETING LOCATIONS?
→ SEND YOUR IDEAS

NEED TO HOLD PROJECTS FOR FINAL PLAN!
eg.
• UPPER NEWPORT BAY
• UPDATE BOARD OF SUPES
• WILL SEND MEMO TO BOARD...
• KEEP SENDING COMMENTS BY EMAIL...
• INCLUDE COURTHOUSE PROPOSAL
• PRESS RELEASE?
→ PRESS ARE INVITED & INFORMED

▷ HBP AS AN ENTITY UNTO ITSELF
POLITICAL DISCONNECT FROM REALITY

▷ RESOLVE \$ ISSUES W/ OTHER COUNTY DIVISIONS

? SUPERVISORS AT COMMUNITY FORUMS?
→ YES!



County of Orange Harbors, Beaches and Parks Strategic Plan

Stakeholder Advisory Committee Meeting #3

Buena Park Community/Senior Center

July 20, 2006

Meeting Synopsis

INTRODUCTION OF REVISED VISION AND MISSION STATEMENTS

The revised Vision and Mission statements are designed to reflect four essential concepts:

- Leadership
- Stewardship
- Legacy
- Connections

The statements were presented to the group:

Mission

Orange County Parks is the steward of significant cultural resources and open spaces offering diverse recreational and educational experiences through a system of regional parks, beaches, trails, and historic sites.

Vision

Guarantee the benefit of regional parks, trails, open space, and cultural treasures for the enjoyment, education and inspiration of current and future residents of Orange County.

Comments Specific to the Proposed New Name for HBP

- Why introduce a new name? Why rename without “beaches” or “harbors?” (Answer: “Regional Parks” is more all encompassing – it covers beaches, historic, wilderness and other types of facilities).
- We like “Orange County Parks” – this covers it all and is easy to understand.
- However, the concept of “wilderness” shouldn’t be lost when talking about the regional system.
- Consider the cost of name change – signs, etc.

Comments Specific to the Vision Statement

- Have a shorter, memorable vision –similar to the Vision for VIP (“Creating Community through People, Parks and Programs”)

- The Vision has to be lasting and resonate 50 years into the future; it needs to be more inspirational.
- Include visitors in the Vision.
- Change to “guarantee the preservation”, not “guarantee the benefit”. Guarantee the benefit is not inspirational. (Another participant observed that nothing can be guaranteed).
- Include cultural resources – the phrase “cultural and scientific resources and treasures”.
- Success is quantifiable – we should consider a Vision similar to other visions – being “world class”.
- There needs to be a place for “recreation” in the overall vision of HBP.

Comments Specific to the Mission Statement

- Restore the phrase “leadership, preservation and protection”.
- The term “open space” doesn’t work for wildlands – use “wilderness lands”. Also, polling indicates that “natural areas” is the best terminology to use.
- “Open space” should precede “cultural resources.”
- Reflect significant cultural resources, including historic sites and collections.
- The mission can be longer than the vision statement. The mission can encompass four to six points.
- The Mission Statement is more of a “to do”, not actions. It should inspire more green through the vision – the “gold standard”.
- What we have here is 100% better than what HBP had before.
- Do not see anything about water quality, or does it fall within the “natural resources” category?
- The Mission should recognize the importance of waterways and harbors -- keeping them safe as well as enforcing water quality issues.
- Safety and security, a “safe feeling” should be a part of the mission and vision.

Other Observations

- Concerned about private entities gradually taking over the regional parks; do not want to lose wilderness parks.
- Cities see County parks as local parks

TECHNICAL ADVISORY COMMITTEE TOPICS AND FORMATION

Topics for Technical Advisory Committees

Mark Sillings presented the proposed areas for Technical Advisory Committees. After discussion, the following topics were identified. SAC members also provided comments on additional issues and perspectives that should be considered by the TACs

when discussing the topics. SAC members were asked to indicate their interest in participating in each topic. After discussion, applications for participation were distributed.

General Comments

- There are overlaps between these category topics. Will that work?
- Each TAC should consider the question of what is HBP's core business.
- Education is also a key topic that needs to be considered, especially as HBP has great educational resources like the Zoo.
- Would the same people be in all the TACs? (There will be a cross-section of people in each)
- How will all of this information be synthesized? (presented sample strategic plan framework to demonstrate structure of plan document)

Cultural and Historic Resource Stewardship

- This topic is the very specific – others are diluted.
- Focus should be “what can HBP do to preserve resources?”

Regional Recreation and Open Space

- There are ties to environmental stewardship, trails and partnerships.
- Include the question of “what is HBP's core business” and what are assets outside this area.

Natural Resource Management and Environmental Stewardship

- Water quality and water quality enforcement should be considered.
- Non-Governmental Agencies (NGOs) are key participants.
- The regulatory question is unclear.
- This is linked to the topic area of regional recreation and open space.

Partnerships and Alliances

- This relates to all of the other topics.
- If this is focused on local partnerships and alliances, this should be clarified.
- This looks at overlaps and responsibilities.
- Look at “who can deliver the service” issues.

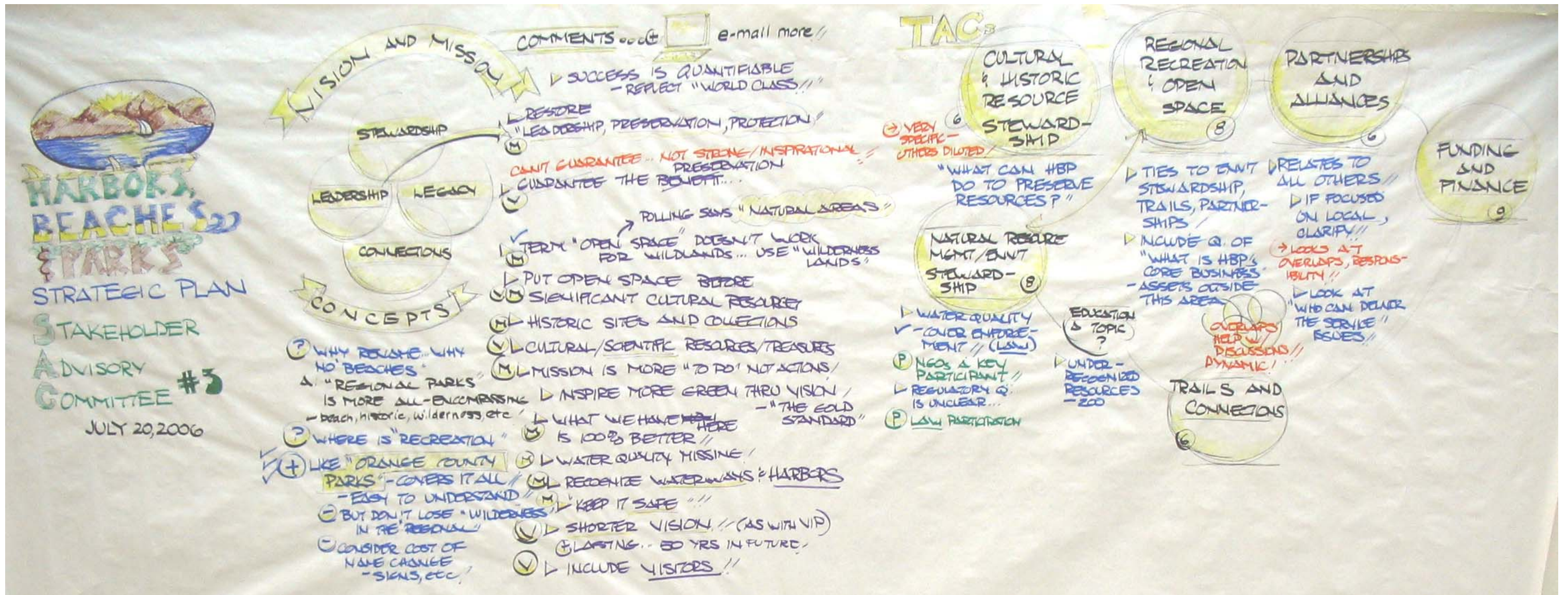
Trails and Connections

- This topic is well-described, as is.

Funding and Finance

- This topic is well-described as is.

Volunteers signed up to participate in specific TACs at the conclusion of the meeting.



County of Orange Harbors, Beaches and Parks Strategic Plan

Stakeholder Advisory Committee Meeting #4

Santiago Oaks Regional Park

September 21, 2006

Meeting Synopsis

OPENING AND AGENDA OVERVIEW

Director Kevin Thomas opened the meeting and welcomed participants. Following self-introductions by all the SAC participants, Kevin reviewed the meeting agenda, which included an update on the strategic planning process, a review of the key outcomes and strategies from the Technical Advisory Committees (TACs), and a group discussion on these items.

UPDATE ON SURVEY AND STRATEGIC PLAN PROCESS

Scott Thomas provided an overview of the recent customer survey, the results of which will soon be available online. Scott reviewed a sample of the phone survey instrument and questions. Responding to a question about consistency with results from the survey of Orange County residents conducted in 2005 for the Irvine Ranch Land Reserve Trust, Scott indicated that the results do appear to be consistent. One SAC participant urged staff to provide the results directly to the Board of Supervisors (BOS) and other officials to ensure they understand residents' needs and desires related to parks and recreation.

Mark Sillings of Moore Iacofano Goltsman, Inc. (MIG) provided an update on the strategic planning process. He explained the remaining steps and timeline in the process, including the presentation of the draft strategic plan to the BOS in mid-November and their anticipated final approval in February 2007. Mark also recapped the purpose, need, and key strategic issues that form the basis for developing the strategic plan, as well as the process phases and public outreach completed to date. Furthermore, he recapped and defined the strategic framework components and presented the updated vision and mission statements:

Mission

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

Vision

Preserve Orange County's parks in perpetuity for the recreation, education, and inspiration of all visitors.

Comments

One SAC participant complemented the project team on the final draft of the vision statement.

TECHNICAL ADVISORY COMMITTEES: KEY OUTCOMES AND STRATEGIES

Mark Sillings presented the key outcomes and strategies developed thus far by the TACs for each topic area. These were also summarized in the PowerPoint which accompanied his presentation. He explained that the purpose of the TACs is to function as focus groups, to provide an opportunity for a more in-depth discussion of major themes that have emerged from the strategic planning process.

Rich Adler presented key outcomes and strategies for the Funding and Organization TAC, which had met earlier in the week. He noted that the financial analysis was nearing completion. Based on those results, HBP's financial picture will improve in the future. This was a result of efficient cost management in recent years and expected increases in property tax revenue.

After the key outcomes and strategies for all the TACs had been presented, Mark asked SAC members to ask questions and to provide comments and additional strategies, which are summarized below.

Regional Recreation & Open Space TAC

- Add watercourse management to "Best Management Practices" for land management.
- Facilitate easier participation for non-governmental organizations in weed management as part of land management efforts.
- Consider opportunities for fee structures to support open space funding in urban areas.
- Emphasize funding sources for acquiring open space as part of a stronger statement in support of open space acquisition and preservation as a key strategy
 - This should include support for acquisition of West Coyote Hills
- Include participation in the South County NCCP or future land/habitat management plans.
- A survey should be conducted to identify recreational needs throughout the county, but especially in high-density urban areas.

Funding & Organization

- Clarify the definition of “full potential” as it applies to the operation of wilderness parks.
 - Do not overwhelm these facilities; per the Resource Management Plans, look at the carrying capacity of the entire ecosystem within each park.

Natural Resource Management

- Include protection of native species from invasive species.
 - Eileen indicated that the 3rd bullet – maintain healthy native habitat mosaic – was rolled up to include many specific actions in support of that strategy, including establishing regional baselines, regional habitat restoration/protection targets, etc.
- Increase early involvement in development planning processes that impact land, open space, and creeks, to ensure these strategic goals can be met.
- Facilitate easier participation for non-governmental organizations in weed management as part of land management efforts. (Also noted in the Regional Recreation & Open Space TAC.)

Cultural & Historic Resource Stewardship

- Consider the Great Park as the ideal location for the proposed museum.

Trails & Connections

- Integrate strategies for urban bikeways to train stations and facilities for bike commuters, such as the current City of Long Beach transit facility.
 - Revise maps to include more details regarding trails, connections, and transportation activities.
 - Elevate HBP’s leadership and partnerships with municipalities and transportation agencies.
 - Build partnerships and collaborations with neighboring land managers and owners. (Also noted in the Regional Recreation & Open Space TAC.)
 - Right now leadership is too limited – we don’t have leadership that sees the whole big picture for connectivity, or how to make it happen.

Local Partnerships & Alliances

- Create a single point-of-contact for communicating with partners. (Also noted in the Natural Resource Management TAC.)
- Expand communication and marketing initiatives with a multi-cultural and multi-lingual approach based on analysis of demographics.
- Identify customers’ expectations for security and safety, which should help with prioritizing funding decisions. (Also noted in the Park Rangers/Maintenance TAC.)

Park Rangers/Maintenance

SAC participants did not provide comments on this TAC.

ADDITIONAL DISCUSSION

SAC participants further discussed HBP's and County leadership's roles in addressing land use, transportation, and resource management. This was in response to comments raised during one TAC, which questioned HBP's capacity to provide leadership given its perceived weak financial situation, and also asking why the County should be involved in natural resource management. Following is a summary of various participants' comments:

- Since consolidation, HBP has become a step-child within the larger County bureaucracy
 - Planning dept has not required mitigation for developments, allowing encroachments into our parks
 - Look at the financial impact of consolidation on HBP (before and after) leading to deferred maintenance, and lack of resources for acquisition
- The County strategic plan should identify leadership roles for its agencies with respect to issue areas such as watershed management.
 - Leadership should not be fund-driven.
- Focus on HBP's core competencies.
- Restore HBP's authority in the development approval process to control developer encroachment
- Emphasize regional coordination and not the traditional jurisdictional/site focus.
 - Include participation in the South County NCCP or future land/habitat management plans. (Also noted in the Regional Recreation & Open Space TAC.)
- Use the strategic planning process as the vehicle to convince the BOS to support HBP's mission and purpose and stronger leadership role.



County of Orange Harbors, Beaches and Parks Strategic Plan

Stakeholder Advisory Committee Meeting #5

Old County Courthouse

November 9, 2006

Meeting Synopsis

OPENING AND AGENDA OVERVIEW

Director Kevin Thomas opened the meeting and welcomed participants. Following self-introductions by all the SAC participants, Kevin reviewed the meeting agenda, which included an update on the strategic planning process, a review of the draft strategic plan, and a group discussion on these items.

UPDATE ON STRATEGIC PLAN PROCESS

Kevin reviewed the purpose of the upcoming presentation of the draft strategic plan to the Board of Supervisors (BOS) on November 21, 2006. He noted that the project team successfully achieved its goal of completing all Phase II elements of the strategic plan process (i.e. the strategic plan framework, vision, mission and goals, and strategies) for BOS approval by this date. Additionally, the BOS will consider the option of renaming HBP to Orange County Parks and becoming a separate department from RDMD. The presentation to the BOS will be approximately 12 minutes in length. Prior to the BOS presentation, HBP staff will also present the draft strategic plan to the Historic Commission on November 14 and the HBP Commission on November 16. Kevin also noted that the County Chief Executive Office has reviewed the report.

Project staff distributed copies of the draft strategic plan to SAC participants on compact disc. Kevin noted that the document is approximately 83 pages in length. Kevin asked that SAC participants provide comments on the draft plan. Most SAC participants asked for another meeting to review the action items in the final plan, which would probably occur in March 2007.

REVIEW OF DRAFT STRATEGIC PLAN

Mark Sillings of Moore Iacofano Goltsman, Inc. (MIG) reviewed the draft strategic plan including each strategy. SAC members provided a range of comments and asked questions about missing strategies or increasing the emphasis of specific strategies as summarized below—responses from HBP staff are noted in *italics*:

- Will the strategic plan address the issue of organizational by-passing and closing of loopholes?—

- *Yes, though in a separate organizational study which has been underway concurrent with the strategic plan development.*
- Kevin Thomas noted that this process has not addressed public health and safety, but that the draft strategic plan will be expanding to include this key element as an additional core strategic goal.
- Include additional language to emphasize expanding the system independently, through partnerships, or via transfer of development rights, and to acknowledge habitat corridors, but in a way that doesn't commit HBP to owning this responsibility (i.e., the collaborative effort in Puente-Chino Hills.)—
 - *This will be achieved through specific action items that support this strategy such as meeting wildlife corridor needs, and open space acquisition gap analysis.*
- Strengthen and emphasize the message/desire of HBP becoming a stand-alone department.
 - Use words stronger than “appropriate.” This need was a constant theme in all the SAC, TAC, and community meetings, and needs to be more strongly emphasized throughout the strategic plan.
 - *The idea of HBP as a separate department is addressed in many places within the the narrative of the strategic plan*
 - *The strategic plan encompasses a wide range of important goals, whose achievement is not specifically dependent on whether or not HBP becomes a separate department.*
- Point out the discrepancies between HBP and RDMD revenue performance; i.e., RDMD is using HBP as a “cash cow” for overhead services and costs.
 - Elevate this in the body of the report
 - Modify the language to reflect stakeholders’ frustration.
 - *Provide these comments as part of your review, though the strategic plan does strive to maintain neutrality on this issue.*
- The issue of separate departments should have been addressed earlier in the strategic plan process.
 - *The compressed schedule did not allow this--the issue was not intentionally kept out of this process. However, stakeholders can still make their voices heard through the comment process.*
 - Who will analyze the pros and cons of separating HBP as a department?—
The analysis is complete and is included in the compact disc provided to you today.
 - A petition in support of creating a separate HBP department is available for signature and will be submitted to each Supervisor. Please make comments during the public comment section of the BOS meeting.
- Neutral language is not compelling and does not reflect stakeholders’ input and passion for these issues. Why can't the strategic plan do this?

- *HBP staff must represent a balance between competing voices and interests among a wide range of stakeholders; rather it is more appropriate to provide an objective view of these broad interests and voices.*
- *This balance can be achieved, but by more clearly stating competing perspectives.*
- *Please refer to the briefing paper, which attempts to achieve this. Also, there are sections of the strategic plan, which summarize what was heard in the public meetings, and where it is appropriate to directly express the views/voices of those who advocate for HBP as a separate department.*
- **As stakeholders, we need to clearly communicate our interests at the BOS meeting.**
 - *We need to be positive about the process and clearly ask for specific items: renaming HBP, approving of the strategic plan elements, and setting direction for creating a separate department.*
- **Have you talked to the two new incoming Orange County supervisors? Continuity is an issue.**
 - *Yes, we have already met with Morlach, and will also update all the new supervisors.*
- **Are you asking the HBP Commission to vote on the draft strategic plan?**
 - *We will be asking the Historical Commission and the HBP Commission to make their recommendations to the BOS.*
- **SAC members should provide follow-up to their local city councils, chambers of commerce and other stakeholders to expand support for the strategic plan.**
 - *We are asking you to be the conduit. Extra copies of the draft strategic plan are available on CD, and for presentation by HBP staff.*



HBP STRATEGIC PLAN

STAKEHOLDER
ADVISORY
COMMITTEE #5

November 9, 2006

- ② IS ISSUE OF ORGANIZATIONAL "BYPASS" ADDRESSED?
- ② UNDER E-5, WHO IS DOING THE ANALYSIS?

MISSING OR
INCREASED EMPHASIS

SECURITY EMPHASIS LACKING
→ ADDRESS EXISTING
SAFETY - Δ "PLUS"
(KEEP... EXPAND)

→ ADD EXPANDING
SYSTEM: - ON OWN
OR THRU PARTNERSHIP //

- WILDLIFE CORRIDORS /
- EXPANDING POPULATION //

→ STAND-ALONE DEPT.
NOT EMPHASIZED ENOUGH //
(ONLY IN E.1) "MORE PUNCH"

→ POINT OUT DISCREPANCIES IN
HBP VS RDMO PERFORMANCE //

→ DON'T BURY IN THE MIDDLE //

theplan@ocparks.com

9:30 a.m. //
BOS
NOV 21
A.C.T.I.O.N.S.

- RENAME DEPT.?
- REMAIN IN RDMO OR SEPARATE?
- APPROVE DIRECTION & FRAMEWORK

ACTION PLANS
& PERFORMANCE MEASURES

+ ADDITIONAL
SAC

FINAL
PLAN //

≈ (MARCH)
2007

→ PROVIDE FOLLOW-UPS
FOR CITIES,
OTHER STAKEHOLDERS //

"KEEP ON THE RADAR"

- PRESENTATION BY SAFF
- EXTRA COPIES

County of Orange Harbors, Beaches and Parks Strategic Plan

Stakeholder Advisory Committee Meeting #6

Peter and Mary Muth Interpretive Center, Upper Newport Bay Nature Reserve

August 28, 2007

Meeting Synopsis

OPENING AND AGENDA OVERVIEW

Parker Hancock, Director of RDMD/Harbors Beaches and Parks, opened the meeting and welcomed participants. Since this was his first meeting with the SAC in his new role as Director of RDMD/HBP, Mr. Hancock shared some background information about himself including his 30 years with HBP. Following self-introductions by all the SAC participants, Parker reviewed the meeting agenda, which included a recap of the process to date, a schedule for approval of the plan, and a group discussion on these items. Throughout the meeting, Andy Pendoley of Moore Iacofano Goltsman, Inc. (MIG) recorded the discussion on a wallgraphic.

POWERPOINT PRESENTATION

Mark Sillings of MIG then provided an update on the Strategic Plan. This PowerPoint presentation included a recap of the planning process to date, with an emphasis on the most recent developments. This included a new performance measurement system for the Strategic Plan, and a review of input on policy issues provided by the Board Ad Hoc Committee.

Performance Measurement/Balanced Scorecard

The performance measurement system utilizes a Balanced Scorecard approach, which was developed by HBP staff for the final chapter of the Strategic Plan. These new performance measures are organized in terms of four perspectives – customer, financial, process, and learning/growth. Together these measures will help HBP staff to determine the extent to which progress is being made toward each of the nine Goals of the Strategic Plan.

Board Ad Hoc Committee

The strategic issues addressed by the Ad Hoc Committee of the Board included:

- **Re-title Harbors, Beaches and Parks** – staff is recommending Orange County Parks or OC Parks
- **Harbor Patrol Funding** – the Sheriff's Harbor Patrol will be funded through the General Plan, rather than through HBP.

- **Separate Department** –the CEO, the Ad Hoc Committee and the Board recommended that HBP remain a Function within the Resources and Development Management Department
- **New Regional Park** – the County will provide funding for more regional park land in central and/or north Orange County
- **Archeological-Paleontological Issues** – HBP is preparing a Request for Qualifications in an effort to find a partner for the stewardship of its archeo and paleo collection
- **Regional Coordination** – it is recommended that HBP focus on regional recreational roles, while the County explore County land conservancy options for habitat management, including the formation of a County conservancy(cies) or partner with existing conservancy(cies).
- **County's Role** – an independent assessment of HBP facilities was conducted for consistency with the OC General Plan goals and policies. It was determined that almost all HBP facilities fully align with the General Plan. Eleven facilities were identified for possible conveyance to public entities.

Mark also noted that the Strategic Plan, as it was written and presented in November 2006 (chapters one through four) remains almost entirely unchanged. The vision, mission, goals and strategies remain as they were. The only additions/changes included:

- A new chapter (Ch. 5)- Performance Measures.
- A new appendix (App. I)– the Facilities Inventory Assessment
- A 9th Goal – Public Safety
- Text that describes the Separate Department Study updated to reflect the Board's decision
- The proposed name change to Orange County Parks
- Financial figures updated per 2007/2008 fiscal year.

As part of the presentation, Scott Thomas, Design Manager for HBP, described the schedule for plan approval, which is expected to conclude on September 11 at 9:30 am with a meeting of the Board of Supervisors. At the end of the presentation, Mark Sillings explained that the rest of the meeting was reserved to obtain input from the SAC and to answer any questions they might have about the Strategic Plan and topics discussed in the presentation.

DISCUSSION

Meeting participants then discussed the following issues and made the following comments:

Grand Jury

- Has anyone gone back to the Grand Jury to show how the Plan addresses the issues raised by the Grand Jury in their report about the County's regional park system
 - HBP staff has met with and discussed the Strategic Plan with the Grand Jury
 - This meeting also covered other issues of concern to the Grand Jury including questions regarding the potential for divestiture of parks.
 - The Grand Jury also stated they wanted to see a map that depicts the Master Plan of Regional Riding and Hiking Trails and Bikeways.

Divestiture

- Regarding the potential divestiture of the eleven facilities identified in the facility inventory assessment: how will these sites be protected from future development?
 - These facilities would only be conveyed to other public entities, such as local cities.
 - Deed restrictions will be in place to ensure that these facilities remain as parks and open space. From the perspective of any visitor to these facilities, the change in ownership should not have any impact on what they see or experience, or in the essential nature of the facility.
 - The only risk is the possibility of a future legal battle if future owners did not abide by these deed restrictions.
 - The Board can accept or reject these recommendations regarding the 11 facilities. They may determine the County still has a role to play even if these facilities are identified as exceptions to the General Plan.

Re-Title HBP

- What will be the fiscal impacts?
 - Name badges, and clothing patches will need to change
 - Initially five signs will need to change, and others over time; overall cost still to be determined.
- When asked for a show of hands approximately half indicated they preferred want "Orange County Parks," no one wanted "Orange County Parks and Beaches"
 - Implies half want to keep "HBP"

Public Safety

- Why are park rangers being trained and certified as peace officers? Has crime in the parks increased?
 - Crime has not increased. Public safety has been identified as a major strength of the Orange County regional park system, and was added as a 9th goal of the Plan to ensure that it remains a core strength.

- They are only being trained up to Level 3 officers. Their training is designed to help them to manage situations, including knowing how to safely back out when necessary.
- The focus is on increasing their overall visibility, which directly benefits overall crime prevention.

Facilities Assessment

- It was stated that the facilities assessment did not include facilities in Tidelands or the trail system, but the Upper Newport Bay Nature Preserve is also a tideland area. Why was it assessed but not other facilities in the tidelands?
 - Our facility inventory database does not yet include all tideland facilities, and so could not be a part of this facility assessment. This is not true for the Upper Newport Bay, which is already identified in the HBP facility database as a major nature preserve.
 - HBP does need to complete its facility database, including the trail system.
- The Facilities Inventory Assessment indicates that Capistrano Beach does not have a link to the regional trail system, but that is not true
 - There is a direct connection to the San Juan Creek Trail

Regional Coordination and Habitat Stewardship

- The recommendation to outsource habitat management to a conservancy appears to conflict with the Strategic Plan, which states that stewardship of the natural environment is a core responsibility of HBP
 - The Board has affirmed that HBP's role is stewardship of the system.
 - The Plan also calls for partnerships as one way to enhance the County's overall capacity to manage the system.,
 - This issue will be explored further through a study of alternative organizational models for land management, which will take place later this year. Findings from that study/analysis will be presented to the Board, and nothing will be decided until then.
- Concern re: HBP values and Board direction
 - Outsourcing of public functions has recently been demonstrated to not be cost-effective, so that should not be the justification for such a policy.
 - If this is done, it will be critical to maintain public access to and visibility of those directly responsible for the management of these habitat areas.
 - Don't bury in bureaucracy!
- There will need to be a high "degree of trust" to ensure the public that the integrity of these natural resources/habitat areas is being fully maintained

- You must maintain public involvement and transparency every step of the way if any potential partnerships for this purpose are to be supported by the stakeholders.
 - Maintain an on-going process for stakeholder involvement
- This concept of coordination/partnership between the County and others still sounds vague
 - There needs to be strong public entity to assume responsibility for leadership of the regional Green Vision.
 - Perhaps HBP should be that entity since no one else is available to play that crucial role
 - A strong public entity is needed to ensure necessary land acquisitions are made as a way to maintain balance with growth and continuing development pressures.
- The annual conference identified in the Plan between HBP, the stakeholders and other landowners is one way to carryout this leadership role.
 - The Scorecard may help set habitat management standards for everyone
 - Keep in mind that HBP is just one of many stewards in Orange County!
- Doesn't the Nature Reserve of Orange County (NROC) already do this kind of regional coordination? Why aren't you already working together?
 - Yes, NROC handles coordination of Natural Community Conservation Program areas.
 - HBP and NROC do want to work together more closely.
- Have lands already been identified for outsourcing?
 - The study will look at various management practices for a multi-partner approach
 - Nothing is confirmed at this time
- It sounds like partnership agreements are already in the works?
 - The current developing agreements are primarily about providing access between County lands and private reserves, which requires certain public safety requirements, including fingerprinting. These current MOUs now begin developed have nothing to do with the larger issue of possible habitat management partnerships. That must wait for the results of the study.
- One of the reasons to seek partnerships with conservancies that have expertise in habitat management is that HBP does not currently have that expertise.
 - Working with partners who have that expertise is also an effective way to internally develop that expertise
- Although stewardship of natural resources is a core HBP responsibility, there is only one key performance measure related to habitat stewardship. It requires more than one.
 - More defined measures for tracking habitat management are required.

- Some stakeholders offered to help HBP identify those measures.
- An overall habitat performance measure (i.e. number of acres of restored/enhanced habitat) can also be supported within HBP by other more specific measures.

Balanced Scorecard/Performance Measurement

- Does HBP have sufficient staff resources to implement this system?
 - HBP chose to use the Balanced Scorecard because of direction from the County; it will link to the County, which will be adopting this process as well.
 - Replaces business plan
 - Commitment to these performance measures will focus efforts on developing the necessary resources, knowledge and actions to achieve the goals and priorities of the Plan.
 - We may not have the current capacity to initially carryout all the functions needed to restore habitat acreage, which is why Learning and Growth performance measures are in place to compel the development of those capacities.

Separate Department

- What was the rationale for the Board decision? Did they consider the results of the study?
 - Why was Dana Point Harbor carved out from HBP to create a separate agency, but not HBP from RDMD? What is the difference between these two situations?
 - Transparency is needed so the rationale for these decisions can be considered and understood!
- The Board felt that the current RDMD/HBP configuration works well, as evident by the quality of the current park system
 - The minutes from that Board meeting are available for review.
- The reason there is a strong desire for a separate HBP department is that the community has faith in the talent and abilities of HBP staff to run the park system!

Ongoing Process

- Need more time for stakeholder review – request two more weeks to review the documents and provide comments.
 - More time is needed to provide comments and input, especially since these documents were only made available to us last week.
 - We want to be sure that our concerns are adequately reflected as part of the recommendations that go to the Board.
 - More time is needed to review and understand these upcoming contracts

- We can support the creation of a conservancy or partnerships with existing conservancies, especially since Orange County is a day late and a dollar short of conservancy funding compared to other parts of southern California, but more time is needed to make sure we are comfortable with what is being proposed here.
 - What is driving the need to make a decision by September 11?
 - HBP was so careful during the first year to have public input for development of the Strategic Plan, but now it has been almost a year since we were last asked for our input. Feel caught off guard by this sudden request made with too little time for thorough and thoughtful input.
- A participant asked whether they were supposed to approve the Plan now, or if it would change with their input for future approval.
 - HBP is requesting their input, and their comments will be included in the documentation that will be sent to the Board along with the Draft Final Plan.
- Another participant added that the SAC would like an ongoing role even after approval of the Strategic Plan.
 - Many input opportunities are upcoming, including the annual conference discussed earlier.
- To maintain trust in the decision-making process, more transparency throughout is required. The problem is that we hear about things, but do not always have the opportunity to see things in writing.
 - Better and more public information is needed, provided in a timely manner
 - Explain more clearly!
- In response to concerns expressed about potential divestiture of habitat areas to the Laguna Canyon Foundation (LCF), please remember that LCF has donated millions and thousands of volunteer hours for the preservation and enhancement of wilderness areas and to the regional park system.
 - We hear about things such as Newport Beach taking over the Upper Newport Bay Nature Preserve but without access to anything in writing to know for sure what is really happening
 - Concerns about potential agreements and other changes will lessen if there is an opportunity to review and provide input earlier in the process.

Other Questions

- Is HBP still planning to move its headquarters to Irvine Park?
 - Yes, in October
 - The move will help to better integrate working relationships between headquarters and field staff.
- Was there a point in the PowerPoint presentation that mentioned acquiring additional open space?

- Yes, there is a specific recommendation directly HBP staff to determine ways to establish a trust fund that will be used to acquire lands in central and/or north Orange County for a regional park(s)
- What about the Green River Golf Course?
 - There is no relationship between HBP and Green River. That is entirely within the domain of flood control.

COUNTY OF ORANGE

HARBORS, BEACHES & PARKS
STRATEGIC PLAN

Stakeholder Advisory Committee

AUGUST 28, 2007

- ? STATUS W/ GRAND JURY?
 - ↳ REQUESTED MAPPING
 - ↳ LAGUNA COAST
 - ↳ ADDRESSED PREVIOUS G.J. REPORT & S.P. DIVESTITURE, ETC.
- ? MOVING H.B.P. - HQ TO IRVINE PARK?
 - ↳ YES, IN OCTOBER

RE-TITLE H.B.P.

- ? FISCAL IMPACTS?
 - ↳ CLOTHING, PATCHES
 - ↳ SIGNAGE

SAFETY

- ? RANGERS BECOME POLICE?
 - ↳ FOCUS ON VISIBILITY
 - ↳ TRAINING TO MANAGE SITUATIONS

LEVEL 3 OFFICERS

DIVESTITURE

- ? IMPLICATIONS FOR CONTROL & OVERSIGHT?
 - ↳ RECOMMEND DEEDS FOR PUBLIC ACCESS
 - ↳ NEED BOARD AUTHORITY

FOCUSED ON FORMALIZING W/ STRONG PARTNERS.

RISK?

- ↳ LEGAL ISSUES RE: DEED COMPLIANCE

FACILITIES ASSESSMENT

- ? DIFFERENCES IN ASSESSMENT TIMING?
 - ↳ TIDE LANDS & INTERNAL PROPERTIES TRACKED SEPARATELY
 - ↳ NEED COMPLETE DATABASE
- ? CAPISTRANO BEACH LINK TO REGIONAL TRAILS?
 - ↳ CONNECTS TO SAN JUAN CK. TRAIL

UPPER NEWPORT BAY?

SEPARATE DEPARTMENT

- ? WHAT WAS RATIONALE FOR BOARD DECISION?
 - ↳ CONSIDERED STUDY RESULTS
 - ↳ FELT CURRENT RDM/HBP CONFIGURATION WORKS WELL
- ▷ COMMUNITY HAS FAITH IN HBP'S ABILITIES!

DANA HARBOR, TOO?

NEED TRANSPARENCY!

REGIONAL COORDINATION & STEWARDSHIP

UTILIZE A PUBLIC REPRESENTATIVE

MAINTAIN PUBLIC ACCESS & VISIBILITY

- ▷ CONCERN RE: H.B.P. VALUES & BOARD DIRECTION
 - ↳ BOARD AFFIRMED ROLE TO OPERATE REGIONAL SYSTEM
- ▷ LANDS IDENTIFIED FOR OUTSOURCING LAND MGMT?
 - ↳ WILL STUDY MGMT PRACTICES FOR MULTI-PARTNER APPROACH
 - ↳ NOT YET CONFIRMED.
 - ↳ CURRENT AGREEMENTS FOR OTHER OPERATIONS.

MAY NOT BE COST-EFFECTIVE

DON'T BURY IN BUREAUCRACY

ADDRESS THE "DEGREE OF TRUST"

▷ MAINTAIN ON-GOING PROCESS FOR STAKEHOLDER INVOLVEMENT

TRACK PROGRESS W/ BALANCED SCORECARD

EXPAND SCORING OF OPEN SPACE BEYOND ONE P.I.

WE CAN HELP! - INDEPENDENT - MORE DEFINED RESOURCES?

- ↳ LINKS W/ COUNTY PROCESS
- ↳ REPLACES BIZ. PLAN
- ↳ PROCESS TO ALIGN PROCESS/OBJECTIVES KNOWLEDGE

WE NEED ONGOING PROCESS

WE NEED MORE INFO!

NEED MORE TIME FOR STAKEHOLDER REVIEW

- CONSERVANCIES
- UPCOMING CONTRACTS
- PROVIDING MORE INPUT
- ARE WE APPROVING?

- ↳ INPUT RE: UPDATE
- ↳ TONIGHT'S INFO CARRIED TO BOARD

▷ FINAL S.A.C. INPUT NOT THOROUGH & THOUGHTFUL

UPCOMING AGREEMENTS?

- ↳ MANY INPUT OPPORTUNITIES ARE UPCOMING.
- ↳ FOCUSED ON VOLUNTEER ORGANIZATIONS

BETTER PUBLIC INFORMATION!

EXPLAIN MORE CLEARLY!

REQUEST FOR 2 MORE WEEKS