

THE NBNF 10-YEAR PLAN

MISSION

- To **preserve** and **restore** the ecosystems of Upper Newport Bay.
- To **educate** the public about the ecological value of the Bay and its watershed and help ensure compatible public use.

GUIDING PRINCIPLES

- We will work to fulfill our mission in cooperation with all Upper Newport Bay stakeholders.
- To effectively achieve our mission we will function as “**the conscience of the Bay**” and coordinate, facilitate and advocate as necessary to ensure a holistic approach to the management of the Bay.

OVERALL AIM

In order to best protect UNB we will establish ourselves as the leading non-profit organization in the Newport Bay watershed and in this capacity help integrate natural resource management and urban planning across public and private jurisdictional boundaries. We will undertake supporting and coordinating functions such as data management. We will seek to contribute sufficiently to the effectiveness of the Newport Bay Watershed Executive Committee that we are asked to become a member of the Committee.

We will build a reputation for innovative, collaborative thinking and develop the capability to devise and help implement sustainable, integrated solutions to watershed problems in a timely, cost-effective and professional manner. We will promote science, economy, efficiency and improved service in the transaction of business within the watershed. We will take on programs and projects that are important to UNB and strive to execute them with the passionate dedication of a volunteer-driven organization.

In this vein, NBNF’s motto will be – We Do It Because We Care.SM

Our activities will be managed within the functional areas set forth within this document. An Action Plan for each functional area will be issued each year defining specific objectives.

Each new initiative that we consider undertaking will be evaluated using the following criteria:

- **Importance** - How important to NBNF’s mission is this particular activity/issue?
- **Timing** – When does it need to be addressed?
- **Competency** - Does NBNF have the collective knowledge, experience and insight to undertake the item in a well-informed and skilled manner?
- **Capacity** - Given the other priorities that NBNF has going on or will have going on, do we have the volunteer, staff and/or board hours available to devote to this issue within the necessary timeframe identified?
- **Probability of success** - If we take this on, is there a reasonable probability that we will actually be successful? Are there factors outside of our control that bode poorly for our ability to be successful?
- **Alternatives** - Are there other agencies, companies or individuals that can do it better than we can? Are we the only ones that can do this successfully according to the priority and competency that would need to be applied?

FUNCTIONAL AREA STRATEGIC ACTIONS

Education

We will expand the monetary and volunteer/staff support to the Interpretive Center and the Back Bay Science Center so they can fulfill their respective missions in educating the public. We will seek grants and other funding as appropriate to fully equip and increase the staffing of the Back Bay Science Center in order that it may fulfill its mission of research-based science education.

We will continue to promote, organize and conduct environmental education programs (including tours, events and outreach) at the Bay and beyond to complement the programs offered at the Back Bay Science Center and the Interpretive Center. Our offerings include specifically the high-school outrigger canoe programs conducted in partnership with the Newport Aquatic Center. We will seek to provide at least 50% of all NBNF school programs at no cost to high schools in disadvantaged communities in Orange, Los Angeles, Riverside and San Bernardino Counties.

We will coordinate with UNB partners and others to educate the public throughout the watershed about stormwater pollution and other environmental issues relevant to protecting the Bay. We will conduct in-school programs and/or provide in-school support for teachers trying to incorporate Aquatic Wild, California Coastal Commission (CCC) OWOW, and NOAA Estuary 101 materials into their lesson plans. We will participate in environmental events in the watershed, and teacher workshops here at the Bay. The BBSC Sharkmobile will be a key component of the UNB educational outreach.

Staff will take the lead in this functional area, working under the umbrella of the UNB Education Team made up of the representatives of DFG, OC Parks, CCC, and other UNB partner organizations. The NBNF Board Research Committee will provide technical review of NBNF education program content and delivery, and assist with the identification and submittal of suitable grants for research-based science education. See also the Community Relations functional area below.

Restoration

We will continue to provide monetary and volunteer/staff support to DFG, OC Parks and CCC to carry out restoration projects at the Bay, and we will continue to engage the public in community-based restoration and stewardship.

We will develop the staff capability to undertake the coordination and/or management of restoration projects requiring the hire of contractors with the necessary earth-moving or other equipment and/or the submittal to plans to local or state agencies. We will seek grants and other funding as appropriate to undertake such projects. As we develop the staff capability we will again seek to undertake invasive plant removal and other projects that benefit the Bay in partnership with neighboring Home Owners Associations and others. At the same time we will explore with CCC staff ways for NBNF to resume responsibility for organization of community-based restoration at UNB and allow the CCC Restoration Education Coordinator to promote and oversee the development of such programs at other locations.

Staff will take the lead in this functional area, working under the umbrella of the UNB Restoration Team. The NBNF Board Research Committee will provide technical review of NBNF-led restoration project planning and execution, and assist with the identification and submittal of suitable grants. See also the Resource Management and Project Services functional areas.

Habitat and Wildlife Monitoring

We will develop our capability to perform comprehensive, long-term habitat and wildlife monitoring to support science-based adaptive management at UNB in partnership with the local agencies and other organizations such as US Geological Service and Sea and Sage Audubon. We will expand and refine the habitat and wildlife surveys conducted in association with the community-based restoration projects, and the mammal monitoring being performed using fixed cameras and radio collars. We will add in other specific components of an ongoing, coordinated comprehensive monitoring program (including baseline monitoring) as deemed appropriate by the resource management agencies to support science based, adaptive management of UNB. Monitoring will be performed using a combination of volunteer, staff and paid specialist time.

Once the monitoring activities at UNB are fully established we will seek to engage partners in the watershed to gradually expand the geographical scope of the monitoring to directly adjacent areas, providing it can be done without compromising our ability to conduct education and restoration and other core NBNF activities at UNB or meet commitments of volunteers to our partner agencies at UNB.

Staff will take the lead in this functional area. The NBNF Board Research Committee will provide technical oversight of monitoring protocols and findings, and assist with the identification and submittal of suitable grants for such activities.

Scientific Research

We will work with DFG and the other BBSC operating partners to develop the research capabilities of the Back Bay Science Center. We will seek grants and other funding as appropriate to fully equip and increase the staffing of the BSSC to accomplish this. If so decided by DFG, we will help explore long-term means to undertake substantial research and research-based education, such as inclusion of the Ecological Reserve into the National Oceanic and Atmospheric Administration (NOAA) National Estuarine Research Reserve System.

We will work with agency staff, other organizations and the scientific community to determine priorities for research within UNB and its watershed and determine how NBNF can best support this research. We will act as a liaison with the appropriate agencies to help investigators interested in conducting research in Upper Newport Bay with any necessary permit applications. We will administer a small grants program to help researchers obtain necessary equipment, supplies, etc. and/or cover other necessary expenses.

The NBNF Board Research Committee will take the lead in this functional area. It will help ensure that NBNF-sponsored research projects are scientifically sound, and assist with the identification and submittal of suitable grants for such activities. If and when the scope of the NBNF Habitat and Wildlife Monitoring justifies a staff person for coordination, this person will also become research liaison and take the lead in this functional area.

Information Management

We will continue to maintain and enhance the UNB Data Catalog that is currently being developed and populated under a contract with the City of Newport Beach in support of truly science-based, adaptive management of UNB. We will integrate the data derived from the Habitat and Wildlife Monitoring and the Scientific Research described above. We will seek to make the Data Catalog a cutting-edge, GIS-based product that helps develop the reputation of NBNF as an organization.

We will expand the scope of the data cataloging project to incorporate additional information relevant to the Newport Bay Integrated Regional Water Management Plan, such that the Data Catalog becomes the primary tool for data collaboration within the watershed.

We will not seek to expand the scope of our information management beyond the boundaries of the Central Orange County Watershed Management Area (which includes the Newport Bay and Newport Coast watersheds), except that we will continue to catalog and abstract information from beyond those boundaries if the information has bearing on education, restoration, research or resource management within the Watershed Management Area.

Staff will take the lead in this functional area, interfacing with the Advocacy and Partner Relations Committee with respect to partner agreements, and the Research Committee with respect to scientific and technical issues.

Land Ownership and Resource Management

We will seek to provide management support to the land-owning agencies at UNB. Specifically, if requested to do so, we will facilitate the development of the Comprehensive Resource Management Program (CRMP) for UNB, work to ensure a well-crafted CRMP with measurable objectives that can and will be implemented in accordance with adaptive management principles, prepare the necessary implementation documents, and coordinate ongoing reporting and planning.

We will investigate the viability of mitigation banking* in the Newport Bay Watershed, and determine whether or not there is an appropriate role for us to play in the development or long-term stewardship of a mitigation bank. If there is a compelling reason, we may position ourselves to acquire mitigation bank land within the watershed and assume responsibility for stewardship of the land. For now it is assumed that the land would be transferred to NBNF at no cost, together with the necessary funds to adequately maintain ecological function and public safety on the property. Otherwise we will not seek to own property.

Other situations in which we would assume responsibility for land management will be evaluated on a case-by-case basis. There would need to be a compelling reason for us to consider this. Our intention is to focus on perform restoration projects and ongoing community restoration at UNB under agency direction.

Staff will take the lead in this functional area, interfacing with the Advocacy and Partner Relations Committee with respect to partner agreements and legal issues, and the Research Committee with respect to scientific and technical issues. See also the Restoration and Project Services functional areas.

Project Services

We will perform feasibility studies, conceptual designs, permitting and other similar activities relating to defining and implementing solutions to problems affecting wildlife, habitat and/or water quality in UNB and watershed. We will seek to remain involved in such projects through detailed design and construction, typically as “owner’s representative” providing such project management services as scoping and overseeing design and construction contractors, interacting with regulatory agencies, etc. We will not engage in any engineering or other professional activity for which a license is required, though we will sub-contract for such services where appropriate.

We will provide the same types of service to allow us to undertake turnkey facility improvements at the Interpretive Center and Back Bay Science Center whereby we specify the work to be done, hire the necessary contractors, accept the work and hand over ownership to the facility.

We will undertake such work when there are distinct advantages for us to take a leadership and/or facilitating role in order to achieve success. These may include ability to use our depth of organizational knowledge to come up with sound holistic solutions, to engage diverse stakeholders in supporting a project, to work more easily across jurisdictional boundaries to integrate multi-component projects, to act swiftly to move a project forward on a tight deadline, to work pro bono to get or keep things moving, to have more flexibility in contracting for services, etc.

Although we will typically undertake these activities on a for-fee basis, our focus will always be on the added value provided by us because we do not have to factor in the high overhead costs that for-profit consulting companies. We are doing the work not to make a profit, but to help accomplish our mission. Per our motto – We Do It Because We Care.SM

Advocacy and Public Policy

We will seek to enhance our position as facilitators and collaborators and continue to help different stakeholder constituencies recognize and achieve common goals. At the same time we will develop a reputation as critical thinkers and long-term strategic planners who can be relied upon for objective and sound advice and counsel. We will continue to refine the “Newport Bay Watershed Desired State” holistic visioning document and seek ratification of it by a diversity of stakeholder groups and adoption by the Newport Bay Executive Committee as a guidance document for integrated, sustainable watershed planning. We will publish position papers that will help contribute to a better understanding of matters of importance to the long-term health of the Bay and its watershed.

We will provide the forum for open-minded, non-partisan discussion of complex public policy issues and we will seek to engage entrepreneurs in developing and implementing innovative solutions to difficult problems. To this end we will organize issue-specific symposia that will attract high-profile participation and which may contribute directly or indirectly to the operating budget of NBNF.

We will advocate in order to ensure that issues affecting long-term health of the Bay and its watershed (such as completion of the Army Corps of Engineering UNB Ecosystem Restoration Project) are properly addressed by the governing entities, and we will seek to engage and align other important advocacy groups both within the environmental community and beyond to co-advocate on such issues.

The Advocacy and Partner Relations Committee will take the lead in this functional area.

Donor and Community Relations

We will enhance our reputation within the local community as a rock-solid organization that is making an effective and lasting contribution to the preservation of an important natural resource, and to the development of environmental stewardship within the watershed. We will be recognized for our efforts to provide access to the natural beauty of UNB to disadvantaged youth.

By improving public awareness of NBNF and its credentials within the watershed we will position ourselves to increase our volunteer base, attract talented and energetic individuals to our Board and/or Board Committees, and increase our individual and corporate memberships and other funding streams.

The Donor and Community Relations Committee will take the lead in this functional area, with staff support. Special events and outreach that are intended primarily to promote NBNF and elicit community support for NBNF and its partners fall within this functional area; special events (e.g. Earth Day) and outreach that are intended primarily to promote environmental stewardship fall within the Education functional area.

Budget

We will seek to grow the annual NBNF operating budget in a sustainable manner to between roughly \$1 and \$2 million over the next 10 years. We anticipate that over 50% of our operating income will be derived from contract fees and grants associated with value-added services we provide, as described elsewhere in this document.

We will seek to develop substantial endowment income to cover general management/administrative costs and subsidize education programs. We will explore strategic partnerships with organizations such as OCCF in order to be able to provide the necessary peace of mind for benefactors to make large planned giving contributions to support NBNF.

Capital funding will be performed in support of existing UNB facilities in accordance with well-defined campaigns. Other capital funding will be considered on a case-by-case basis. There would need to be a compelling reason for us to consider this, and it would only be considered if it could be done without compromising our operating income revenue stream.

Volunteer Development

We will continue to recruit, train, and manage volunteers and make them available to the NBNF and agency partner Program Coordinators to conduct education, restoration, habitat and wildlife monitoring and other such program activities, staff the Interpretive Center Front Desk, participate in community outreach, become involved in Board Committee undertakings and assist staff in other endeavors such as web development, publicity, etc. We will strive to build our volunteer base gradually from 10,000 to 15,000 hours per year over the next ten years. The equivalent average hourly payroll cost of each hour of volunteer time is estimated to be approximately \$16 currently. On this basis the dollar value of the 15,000 hours per year of volunteer time will be \$240,000.

If it can be done without compromising our ability to conduct education and restoration and other core NBNF activities at UNB or meet commitments of volunteers to our partner agencies at UNB we will seek to provide volunteers to assist other non-profit groups and grass-roots organizations within the watershed to establish and/or grow themselves to better engage local public in community-based restoration and education. We will seek to provide expertise, guidance and encouragement in the spirit of Fran and Frank Robinson who were the source of inspiration for many local environmental organizations.

Staff Development

We will add staff to provide continuity and efficiency and to perform or manage all time-dependent activities in all of the functional areas for which staff has a leadership role. This will be done as and when a steady stream of revenue to support such staff can be projected based on the scope of activities contemplated in this plan. We will not put ourselves in a position where we engage in mission creep in order to be able to keep staff.

Based on the annual budget that we project to grow to over the next 10 years, and the relatively small percentage that we believe will be attributable to individual and corporate memberships, donations and sponsorships we do not anticipate hiring either a full or part-time Development Director.

Current and projected staff that may be added over the next 10 years are shown on the Organization Chart attached hereto. Staff will be supplemented by volunteers and interns assisting staff directly, or undertaking tasks assigned by the Board ad hoc working committees. Special expertise, if not readily available on a volunteer basis, will be obtained on a contract basis.

Board Development

We are and will remain a volunteer-driven organization. Though we have gradually hired staff we have done so in order to enhance the effectiveness of our volunteer work, and to fulfill vital information management and other roles we will continue to rely on the enthusiasm of dedicated volunteers who care about the Bay. This is true at the Board level too.

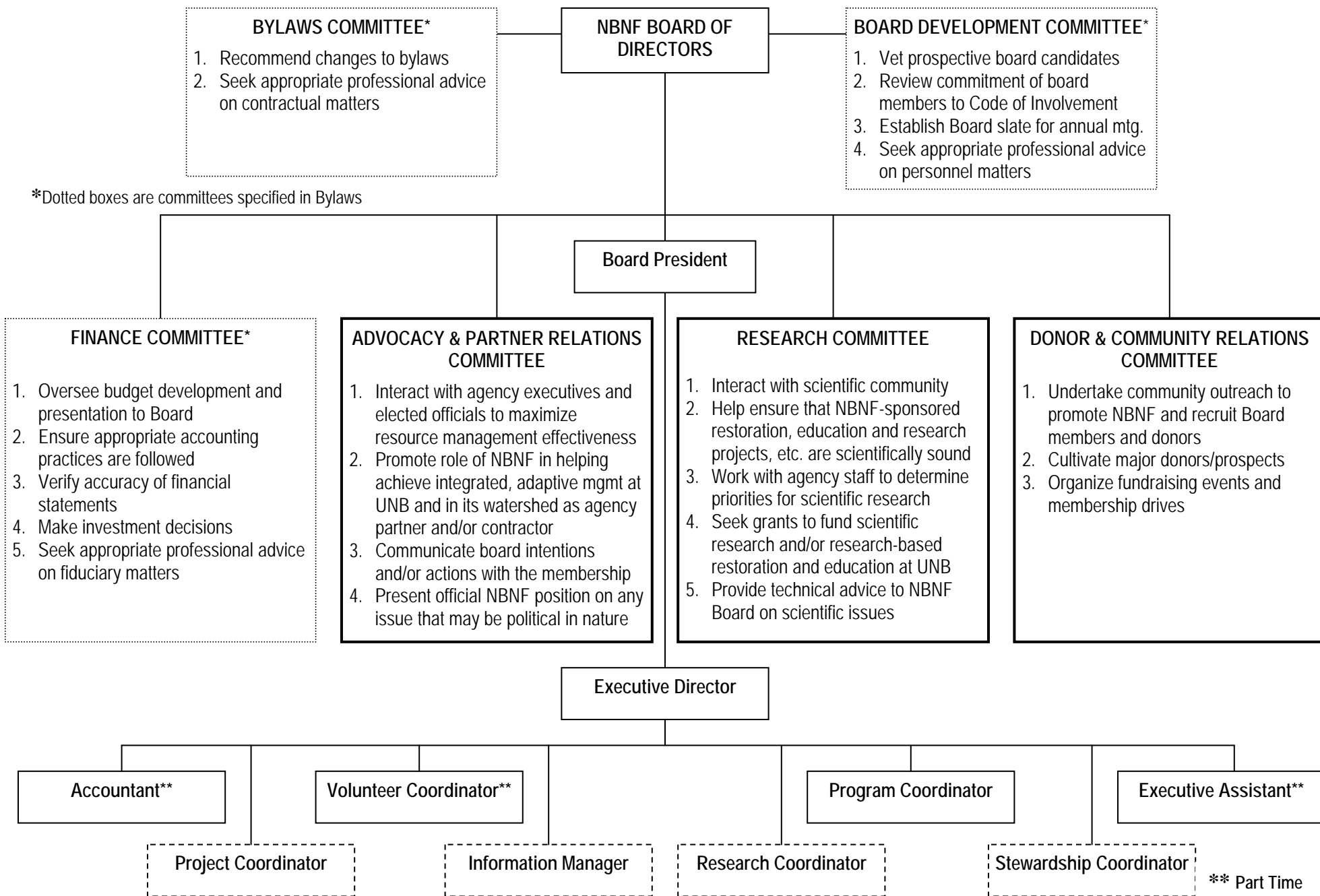
The Board will move to being a policy board providing oversight to ensure that the organization is fulfilling its fiduciary responsibilities and acting in accordance with its mission. The Board will receive reports from the standing and ad hoc working Board Committees, approve budgets, board nominations, etc. and authorize specific advocacy and other actions based on the recommendations of the Board Committees. The expectation is that each Board Member will actively participate in one or more of the Board Committees, which is where discussion of issues, formulation of plans and undertaking of actions will occur. The Board Committees are:

- Finance Committee (standing)
- Bylaws Committee (standing)
- Board Development Committee (standing)
- Advocacy and Partner Relations Committee (ad hoc)
- Research Committee (ad hoc)
- Donor and Community Relations Committee (ad hoc)

The scope of each committee is shown on the Organization Chart attached hereto. Each Board Committee is required to be chaired by a Board Member, but membership is open to Naturalists and others sharing an interest in UNB and/or its watershed, a desire to help NBNF fulfill its mission and a willingness to take on tasks as defined by each committee. Staff will support the committees and jointly establish respective responsibilities and priorities.

The Board Advisory Committee will be strengthened through the addition of visionary community leaders who can help guide our organizational development, and the establishment of protocols to better utilize the talents of Advisory Committee members.

NBNF ORG CHART FOR 10-YEAR PLAN



Dashed boxes show possible future staff positions to accomplish the activities articulated in NBNF 10-year plan. Executive Director currently performs those staff functions. Executive Director works with each committee to determine priorities and committee/staff action items.