

STRATEGIC INITIATIVES

California State Parks' Strategic Initiatives have been crafted to closely correspond with the Parks' time-honored philosophy to preserve, protect and interpret California's natural, cultural, and recreational resources. Beyond this fundamental truth, the Strategic Initiatives look to the future – to where the California State Parks' system needs to be. The continuing ability to preserve and protect the very best of California's resources, and to make these special places available to the increasing number of visitors, relies heavily on how efficiently and effectively California State Parks addresses both current and future issues and opportunities. State Parks must think and act strategically.

REALIZING DIVERSITY

Diversity, in all its variations, is one of California's most valuable assets. A diverse workforce enables us to better understand the needs of our ever-changing population and to provide services to meet those needs. This initiative will guide California State Parks in its efforts to be the leading park and recreation service provider by elevating diversity to a priority status in staff development, service delivery and community involvement.

Goal 1: Embrace diversity norms and elevate awareness throughout California State Parks while developing and strengthening partnerships, relationships, and collaborations within diverse communities.

0.1.1: Increase awareness through recruitment, training, marketing, interpretative programs, communication, our website, DPR special events, and within park facilities.

S.1.1.1: Resurrect the recruitment unit to assist with recruitment of a diverse candidate pool. Partner with youth organizations, including the California Conservation Corps and Local Conservation Corps, for recruitment purposes and sharing resources.

M.1.1.1: Increase ethnicity of candidate pool by 10 percent.

S.1.1.2: Continue including a diversity component in all Supervisor/ Managerial training classes and incorporate diversity component at least once annually at Superintendent, Administrative Officer, Maintenance Chief, and Park Interpreters meetings. Add a diversity component to "Course Leader" training to insure that consideration is given to the department's diversity initiative while developing training programs and require questions about diversity on all exam interviews.

S.1.1.3: Required participation in "With All Due Respect" training for all District, Headquarter Divisions, OHV, and Communication Center employees every two years.

M.1.1.2: Reduce the number of discrimination complaints by 10 percent.

- S.1.1.4: Resurrect diversity celebration posters with State Parks logo to expose the value of different cultures and reach underserved audiences through radio stations, print media, billboards, theatre, etc., celebrating DPR's diverse workforce and employee successes.
 - S.1.1.5: Assess utilization and effectiveness of the Diversity Kits in each District, Headquarter Division, OHV, and Communication Centers.
 - S.1.1.6: Expand visitor and employee surveys to incorporate diversity questions.
 - S.1.1.7: Continue participation in Beach Play Day, FamCamp, CALPAL, and Capitol Experience.
 - S.1.1.8: Designate staff in each Field District and larger sectors to conduct outreach to diverse communities, and coordinate and monitor Community Involvement programs in their District.
 - S.1.1.9: Provide support to the EEO and DAC Committees and their efforts to assist California State Parks in the promotion of diversity and accessibility in California State Parks.
 - S.1.1.10: Develop and administer local assistance grant programs to provide for parks and recreation opportunities to the diverse population of California.
 - S.1.1.11: Complete administration of the implementation of the 2002 Bond Act's specified grant for universal access playgrounds in the City of Los Angeles.
 - S.1.1.12: Develop a diverse concessions program that includes a wide range of concession services from a wide range of concessionaires.
 - S.1.1.13: Publish announcements for concession opportunities through organizations and/or in publications that serve diverse communities.
- 0.2.1: Increase participation in State Park programs by persons with varying abilities.
- S.2.1: Provide accessibility training for all district staff.

S.2.2: Expand Web site information for visitors with disabilities to highlight access improvements.

0.3.1: Increase participation by diverse populations in State Park System planning projects.

S.3.1: Publish and distribute park planning information to under-represented communities and organizations.

S.3.2: Provide public notices and planning materials in different languages that reflect diverse communities being served.

M.3.1.1: Increase under-represented populations in State Parks' General Plan processes by 10 percent by December 31, 2006.

LEADERSHIP IN CULTURAL RESOURCES

State Parks must play a leadership role in managing historic and cultural properties within the State Park System and throughout the state. Nearly all State Park properties include cultural resources, including thousands of potentially significant buildings, structures, landscapes, archaeological sites, and collections.

The Cultural Resources Division has broad responsibilities for establishing policies for managing State Parks' historic properties; for setting priorities for acquiring new historic sites; and for developing the processes and training by which the System's historic resources shall be managed. The Office of Historic Preservation has broad responsibilities for managing historic properties outside the State Park System. All levels of field operations and the Service Centers implement cultural resource management, maintenance, protection, and preservation projects. All elements of the Department share responsibility for fulfilling its cultural resource mission and exercising leadership in protecting the heritage of all Californians.

Goal 1: Increase State Parks' Leadership Role in Cultural Resources

O.1.1: Improve "Master List" Compliance by State Parks by 100 percent by January 2007.

S.1.1.1: There were 20 State Parks properties listed in OHP's Master List in December 2004; by December 2007, that number will be at least 40, and formal procedures for preparing and incorporating assessments of State Parks' historic properties into the Master List.

O.1.2: Complete Update to OHP's Comprehensive Statewide Historic Preservation Plan by December 2005.

S.1.2.1: OHP's Comprehensive Statewide Historic Preservation Plan will be approved by the National Park Service on or near December 31, 2005.

O.1.3: Complete Update to State Parks' California History Plan by April 2006.

S.1.3.1: The revised California History Plan will be approved by the Department and available for distribution to the public by April 2006.

O.1.4: The OHP will implement a Central Valley Initiative for OHP in Calendar Years 2005 and 2006, holding Commission meetings, workshops, and Preservation Conferences in various valley communities.

S.1.4.1: OHP will seek to assure that the State Historical Resource Commission meets in the Central Valley at least five times during Calendar Years 2005 and 2006.

S.1.4.2: OHP will hold at least three Workshops in Central Valley communities during the same time period.

S.1.4.3: OHP and State Parks will co-sponsor the Annual Historic Preservation Conference in Sacramento April 2006.

O.1.5: Integrate Main Street Program into Office of Historic Preservation.

S.1.5.1: Within three years, the Office of Historic Preservation will integrate the California Main Street Program as a key activity of the office and find a mechanism for funding positions for California Main Street staff at the OHP.

O.1.6: Revise DOM Chapter 0400 Cultural Resources.

S.1.6.1: Commencing in September 2005 the Cultural Resources Division will update Department Operations Manual (DOM) Chapter 0400, with the project to be complete and approved by June 2006.

O.1.7: Through the Office of Grants and Local Services, provide technical assistance to grantees relating to the protection and enhancement of cultural resources.

S.1.7.1: Complete implementation of cultural heritage related grants funded by the 2002 Bond Act by December 31, 2007.

O.1.8: Enhance the protection of State Parks' cultural resources through stabilization and restoration projects, and make these resources more available for interpretation and public enjoyment.

S.1.8.1: Provide hazmat cleanup and structural stabilization of the Folsom Powerhouse so that it can be re-opened for public tours and interpretation.

LEADERS IN NATURAL RESOURCE MANAGEMENT

The State Park System (SPS) preserves natural resources in all ten ecological regions of California, and is the most diverse system of protected lands in the state. Ninety-four percent of the State Park System – over 1.3 million acres – supports natural resources that have had some level of resource management action taken. The natural resource mission for the System is to acquire, manage, and sustain representative and outstanding examples of California's natural resource values. Between 2001 and 2004, strategic initiatives were carried out that focused on monitoring and health assessments, acquisition planning and collaboration with external entities, expanding partnerships, and improving internal and external communications. The Department successfully completed nearly all tasks associated with these initiatives.

From these earlier efforts, California State Parks will increasingly focus on future decisions regarding some of the System's more significant natural resource areas. With the specter of limited funding, hard choices must be made. Identifying parklands, watershed/aquatic systems, habitat polygons, and geologic resources are important to identifying future efforts. These efforts include general plan starts, ongoing natural resource maintenance, acquisitions, field restoration, specific monitoring, interpretation, and staff expertise and training.

In a similar vein, the natural resource efforts of California State Parks will seek to provide better balance and consistency at the district level and greater awareness of priority natural resource needs among all interested parties. As actual resource specialist and superintendent turnover increases in the next five years, balance, consistency, and awareness become critical for new staff in districts and headquarters. In order to improve balance and awareness of natural resource management, GIS standards should be established and research needs to be more clearly identified.

Goal 1: Identify outstanding and representative natural resource areas within the State Park System.

O.1.1: By July 2005, identify three to five parks that contain an outstanding and representative assortment of physical and biological resources for each of the ecological regions of California.

S.1.1.1: Through a combination of district and Natural Resources Division (NRD) staff, identify a list of potential park units within each bioregion and select a representative sample.

M.1.1.1: Identify 40-50 parks that (1) represent the natural resource characteristics of the ecological region, and (2) possess outstanding natural resources.

O.1.2: By July 2006, identify two to three representative examples of each major habitat type in California that exist within State Parks.

S.1.2.1: Using information from the Legacy Project, GIS specialists and Resource Ecologists, initiate a mapping process for park units that represent major habitat types.

M.1.2.1: Mapping will be accomplished that identifies two to three representative examples of all major habitat types in the SPS.

O.1.3: By July 2005, identify three to five watersheds that contain aquatic and other watershed values characteristic of each of the ecological regions. California State Parks should have ample ownership/interest in each watershed. Watersheds should be capable of being fully, or near fully, protected from land use conversions.

S.1.3.1: Using NRD staff, outside aquatic specialists, field staff and service center staff, identify key representative watersheds for priority consideration in acquisition and restoration.

M.1.3.1: 40-50 watersheds that are capable of being fully protected and represent the aquatic and watershed values of all ecological regions will be identified.

O.1.4: By July 2005, identify representative and outstanding examples of geologic features and processes for each of the geomorphic provinces.

S.1.4.1: Using NRD and field staff, create a list of park units for potential mapping of geologic features and processes.

M.1.4.1: Forty to fifty representative and outstanding geologic features and processes within the State Park System (SPS) will be identified and mapped.

O.1.5: By November 2005, determine the connectivity needs of the representative and outstanding parks identified in O 1.1. A subsequent phase will identify and prioritize parcels necessary to link these parks.

S.1.5.1: Using NRD staff, determine the following for each of the representative and outstanding parks: (1) which parks are adequately linked, and (2) for those that are not what is needed and where.

M.1.5.1: A report containing park write-ups and maps will be produced.

Goal 2: Improve consistency, balance, and application of research within natural resource management programs, while ensuring priorities are well understood.

O.2.1: By September 2005, develop standards for district natural resource management programs. Standards will address all components of a district natural resource management program. Standards are intended in part to assist districts in planning, prioritizing and documenting district efforts, while providing continuity across the State Park System.

S.2.1.1: Create team and establish a process for developing standards for district natural resource management programs.

M.2.1.1: District natural resource management program standards for relevant items in DOM section 0303.1.3.1 will be completed and ready for DOM or Natural Resource Handbook insertion.

O.2.2: By July 2006, develop a formal research program with the University of California.

S.2.2.1: Identify and prioritize State Parks' field and headquarters research needs. Complete index of UC natural resource researchers and subject matter expertise. Develop roles and responsibilities of NRD and U.C., NRS and finalize an MOU.

M.2.2.1: MOU between the Department and University of California will be finalized, priority SPS research identified, and index of UC researchers will be completed.

O.2.3: By July 2006, develop a long-term plan for the coordination of GIS activities for all phases of park management.

S.2.3.1: Convene a Park Operations, Acquisition and Development, and Information Technology Divisions GIS steering committee to develop recommendations for coordinating GIS activities, determining standards and management oversight.

M.2.3.1: Report developed for Park Operations, Acquisition and Development, Information Technology addressing GIS protocols.

Goal 3: Reduce cost of regulatory requirements for federally listed species by establishing credit for park management and habitat protection.

O.3.1: By July 2006, work with the U.S. Fish & Wildlife Service (USFWS) to gain listed species mitigation and land management relief. Focus on shortcomings of listed species requirements that have involved State Parks.

S.3.1.1: Determine all costs to prepare and implement the Mt. Diablo Habitat Conservation Plan; compare benefits to CSP and USFWS. Develop proposal to present to USFWS management. Execute statewide agreement or appropriate protocols.

M.3.1.1: Procedures established and implemented with USFWS for alternative approaches to listed species issued and inserted into Natural Resources Management Handbook.

STRENGTHENING RELEVANT URBAN CONNECTIONS

California State Parks attract nearly 85 million visitors annually. As a highly urbanized state, many of these visitors are from the state's urban areas. And, many of the State Park System's beach, historic, recreational and even natural units are located in the state's urban areas with parks such as Huntington State Beach, Pio Pico and Sutter's Fort State Historic Parks, Candlestick Point State Recreation Area, and Topanga State Park to name just a few. As the state's urban areas have expanded to surround park units that were previously on the periphery of nearby population centers, California State Parks are becoming even more accessible to urban residents. However, the common perception is that California State Parks are remote and not found in the state's urban areas; nor are these parks seen as being relevant to many residents of these urban areas. Studies reveal that few visitors to state parks are from the most highly-concentrated, often low-income, areas. These residents therefore feel no meaningful connection to California State Parks.

While significant urban connections were being facilitated through local assistance grants funds from the 2000 and 2002 Bond Acts, California State Parks also undertook an aggressive program to better connect with the state's urban-core areas acquiring lands at Taylor Yard, Cornfield, Topanga Canyon, and Baldwin Hills in Los Angeles; Cowell Ranch and Martial-Cottle Ranch in the San Francisco Bay Area; and several others. In preparation for future development, State Parks completed park unit General Plans for Rio de Los Angeles State Park (Taylor Yard), Los Angeles State Historic Park (Cornfield), Kenneth Hahn State Recreation Area, and Eastshore State Park. In addition, California State Parks has reached out to urban and ethnic populations through the Office of Community Involvement programs such as FamCamp, State Park PALS, Youth Leadership Programs, and others.

The Department must be an active agent in the state's urban areas in its role as the administrator of state and federally funded grants-in-aid programs; as a provider of resource-based programs; and as planner, coordinator, and technical assistance provider. California State Parks must work cooperatively with local partners to address the needs of severely under-served urban residents, supplementing local efforts; not supplanting them. To achieve this high priority goal, California State Parks must be willing to commit resources to urban outreach and the development of urban parks, and it must reinforce and look for opportunities to expand its current urban projects and programs. Finally, State Parks must continue to challenge itself to be meaningful to all Californians by aggressively seeking new and innovative strategies (projects, programs, leadership) to connect with urban and ethnic communities.

Goal 1: Develop new opportunities for residents of the state's most highly concentrated urban areas to connect with their California State Parks.

O.1.1: Develop new public use facilities at Eastshore State Park, Topanga State Park, Rio de Los Angeles State Park, Los Angeles State Historic

Park, and the Baldwin Hills Overlook area at Kenneth Hahn State Recreation Area by June 2007.

S.1.1.1: Complete the necessary budget, CEQA and public involvement processes.

M.1.1.1: New, accessible public use facilities; i.e., trails, picnic tables, open play fields, etc., will be available to the public.

M.1.1.2: Complete the Baldwin Hills Scenic Overlook Project by June 2007, which expands recreational opportunities in the Kenneth Hahn SRA using innovative design.

O.1.2: By June 30, 2006, acquire land in the Bakersfield area for a new State Off-Highway Vehicle Recreation Area.

S.1.2.1: A new SVRA will be acquired and available to the public.

O.1.3: Complete access improvements at Folsom Lake SRA, Lake Perris SRA, Lake Oroville SRA, Bolsa Chica SB, and Silver Strand SB by January 1, 2008.

O.1.4: Make the State Park experience more available to California school children (*see Improve Interpretive and Educational Services*).

S.1.4.1: Improved communication of accessible parks and park features will be available over the Department's Web site.

M.1.4.1: A community-supported Master Interpretive Plan that promotes the cultural history of urban Los Angeles will be completed by March 2006.

O.1.5: Partner with community organizations such as Big Brothers and Big Sisters, local law enforcement agencies, local schools and cultural organizations working together towards "seamless service."

O.1.6: Expand and accelerate programs such as FamCamp, Park PALS, and others tailored to the needs and interests of urban families and urban youth to break down barriers and increase State Park's relevance to urban populations.

O.1.7: Provide Recreation Leadership training for youth and community leaders as an effective means to bring outdoor recreation services to communities.

O.1.8: Complete, publish, and distribute the Local Needs Assessment Report.

Goal 2: Continue to address the most urgent recreation needs in urban areas through local assistance grants.

O.2.1: Provide local assistance grants, services and technical assistance to urban areas most in need.

S.2.1.1: Administer local assistance grants from the 2000 Park Bond Act and the 2002 Resources Bond Act.

M.2.1.1: Encumber funds from the 2000 Park Bond Act from the Per Capita Program, Roberti-Z'Berg-Harris Block Grant Program, the Urban Parks Act of 2001, and the Murray-Hayden Grant Program by June 30, 2006.

M.2.1.2: Encumber funds from the 2002 Resources Bond Act from the Roberti-Z'Berg-Harris Urbanized Area Need-Basis Grant Program, Youth Soccer, and the State Urban Parks and Healthy Communities Programs by June 30, 2007.

M.2.1.3: Ensure all urban grant projects are completed and documented from the 2000 and 2002 bond acts, and the Land and Water Conservation Fund and Recreational Trails Program by the end of their liquidation periods.

MEETING CALIFORNIA'S CHANGING RECREATION NEEDS

The Department's mission clearly identifies the State Park System's role in "creating opportunities for high-quality outdoor recreation." The demand for outdoor recreation in California is rapidly increasing, along with tremendous growth and change in the state's population. Traditional resource-based forms of recreation are being coupled with a technological revolution in recreational equipment, gear, and clothing. Bikes and packs are made of exotic metals, camp kitchens are stocked with titanium cookware, and outdoor clothing is made of synthetic fabrics designed to keep recreationists comfortable in all conditions.

Activities such as camping, picnicking, trail use, off-highway vehicle recreation, beach play, nature study, visiting historic sites, and other resource-based recreation activities continue to attract millions of visitors annually to the 275 plus units of the State Park System. However, the use is changing and it is common to see RVs complete with TVs, microwave ovens, gas BBQs, CD and DVD players. Cell phones and laptops with internet connections are being offered at some campgrounds. Additional capacity is needed to accommodate high tech equipment. With all of these pressures, the State Park System is challenged to address the broad recreation interests of the public, particularly in light of a steady decline in General Fund support.

In addition, the Department is mandated through statute to provide leadership to address the needs of all Californians. The Department serves an important role as a planner, coordinator, and catalyst for defining, assessing, and responding to recreation needs and deficiencies. It is essential that California State Parks be proactive in linking the growing concern regarding health and wellness issues with the positive role that parks and recreation can play in renewing the body, mind and spirit.

Goal 1: The Department will expand recreation opportunities in State Park System units.

O.1.1: Implement a Visitor Satisfaction Survey to obtain information on recreation trends.

S.1.1.1: Conduct a visitor survey in 24 units which encompass a representative sample of State Park System Units by December 2007.

S.1.1.2: Create a Recreation Opportunity Assessment for units of the State Park System.

M.1.1.1: Conduct Recreation Opportunity Assessments in a minimum of three units by November 2006.

- O.1.2: Develop two training programs by December 2006 for appropriate field and headquarters staff who have assigned responsibility for expanding recreation opportunities.
- O.1.3: Ensure recreation interests are understood and fully considered in park unit General Plans.
- O.1.4: Expand opportunities for those less interested in or less able to participate in traditional tent camping.
 - S.1.4.1: Conduct a feasibility study on alternative forms of camping.
 - M.1.4.1: Implement a pilot alternative camping project in a minimum of three State Park System units by May 2007.
- O.1.5: Complete trail plans for State Park System units where trail use is significant.
 - S.1.6.1: Complete trail plans for five State Park System units by December 2006.
- O.1.6: Enhance recreation opportunities at existing or new units of the State Park System located in the Central Valley.
 - S.1.6.1: Complete general plans for parks located in the Central Valley that have the greatest potential to increase recreation opportunities.
 - S.1.6.2: Within available funding, develop new or upgraded visitor-serving facilities at a minimum of two State Park System units in the Central Valley by December 2008.
- O.1.7: Prepare for ways a future fuel tax study may provide information on recreation pursuits and opportunities for future additional recreation services.
- O.1.8: Increase the visibility and stature given to recreation in the Department.
 - S.1.8.1: Establish a Recreation Council as a “virtual division” within the Department to ensure recreation is represented at the same policy level as are the other mission-based components of the Department.
- O.1.9: Identify pilot capital outlay projects that can incorporate innovative design of new facilities to expand recreational opportunities and to address recreational trends and results of O1.1 and O 1.2 above.

S.1.9.1: Preserve and restore 22 historic beachfront cottages at Crystal Cove SP Historic District that were previously in private use, and make them available to the public for interpretive purposes and low-cost overnight accommodations.

S.1.9.2: Execute a concession contract that will provide for the operation of lodging and food service facilities within Crystal Cove SP and provide for the preservation and future restoration of the historic cottage.

S.1.9.3: Remove the former private mobile home park at Crystal Cove State Park El Moro Campground and Beach, and replace it with a major new beach and day use area and 60 campsites on the Southern California coast.

O.1.10: Facilitate major accessibility improvements in the System's largest park units.

S.1.10.1: Replace restroom buildings, parking, and routes in 10 of the System's largest park units by June 30, 2007.

S.1.10.2: Provide accessible programs for visitors and improved signage.

S.1.10.3: Ensure that all new or renewed concession contracts fully address compliance with ADA requirements as related to concession facilities and services.

O.1.11: Ensure a new reservation contract will meet the needs of the State Park System and its visitors.

Goal 2: California State Parks will more proactively promote recreation's role in the health and well-being of all Californians.

O 2.1: In collaboration with others, State Parks will collect data on recreation activities, attitudes and interests; assess trends; and identify implications that can be used in making management decisions by a variety of recreation service-providers.

O.2.2: Prepare a compendium on the physical and mental health benefits of outdoor recreation by September 2005.

O.2.3: Develop regional trail maps for distribution in public places that promote the message of trail use and outdoor recreation as vital components of healthy lifestyles.

S.2.3.1: Develop regional trails for distribution at doctor's offices, health food stores, health clubs, and similar venues where healthy lifestyles are promoted as well as through State Parks' Web site.

S.2.3.2: Develop regional trail maps for one region in California by January 2007.

O.2.4: Modify designated trails throughout the State Park System for accessibility, allowing visitors of all abilities to participate in recreational hiking.

S.2.4.1: Create five additional accessible trails by January 2007.

Goal 3: Provide grants, technical assistance and services to local service providers to meet California's changing recreation needs.

O.3.1: Address California's changing recreation needs through the administration of local assistance grants from current and future fund sources.

IMPROVING INTERPRETIVE AND EDUCATIONAL SERVICES

Interpretation is a special form of communication that helps people understand, appreciate, and emotionally connect with the rich natural and cultural heritage preserved in parks. It is the mission of interpretation in California State Parks to convey messages that initially help visitors value their experience, and ultimately will foster a conservation ethic and promote a dedicated park constituency. To reach new audiences and continue serving current users, interpretive and educational services must be re-energized, expanded and diversified to increase access to and form a constituency for California's resources. Park interpreters, many of whom are volunteers, need training and resources to create high quality, relevant programming. Special focus is needed to produce interpretive facilities and programs that address needs of visitors with disabilities and those with limited English proficiency.

State Park experiences, both in the park units and in the classrooms, are powerful forms of education that are meaningful, involve the student, promote critical thinking, and appeal to different learning styles. These experiences assist teachers with curriculum needs and offer activities that enable students to investigate, research, and participate in interactive learning. While hundreds of thousands of school-aged children are reached each year, the reality is that most students never experience field trips to state parks. It is, therefore, important that State Parks continue to expand innovative uses of technology to reach into more classrooms. Through partnerships with the education community, nonprofit organizations, and private industry the effectiveness of this endeavor can be multiplied.

Goal 1: Expand use of technology in the delivery, management, and measurement of interpretation.

O.1.1: Implement the Parks On-line Resources for Teachers and Students (PORTS) program by equipping and staffing PORTS programs throughout the state.

S.1.1.1: Initiate and maintain PORTS projects in five locations by June 2006.

S.1.1.2: Develop high-quality standards-based units of study for each PORTS program.

M.1.1.1: Deliver 100 distance interpretation presentations around the state in the 2005 school year and 300 in the 2006 school year.

M.1.1.2: Present 15 teacher workshops during Spring 2005.

M.1.1.3: Continue to implement during Fall 2005 and 2006.

- O.1.2: Launch the “Eureka series” which uses interactive multimedia technology and field investigations to teach standards-based science.
 - S 1.2.1: Introduce *Coast Alive!* as pilot phase in coastal parks from San Diego north to Santa Barbara.
 - S.1.2.2: Initiate planning and fundraising for *Central Coast Alive!*
 - S.1.2.3: Expand program to address other bioregions.
 - M.1.2.1: Development of *Central Coast Alive!* during 2005/06.
 - M.1.2.2: Production and implementation during 2006/07.
- O.1.3: Quantify interpretive participation through field implementation of new DPR 918 system using CAMP.
 - S.1.3.1: Continue to train staff involved in the reporting and management of interpretive data during 2005/06.
 - M.1.3.1: Post materials on the department’s Web site.
 - M.1.3.2: Full electronic reporting by August 2006.
- O.1.4: Budget for and schedule maintenance of interpretive programs through field use of new category “I” of CAMP.
 - S.1.4.1: Training of field staff during 2005/06 and regularly thereafter.
 - M.1.4.1: Input of data for all interpretive services is expected to be completed by end of FY 2005/06. Monitoring and verification will occur throughout FY 2006/07.

Goal 2: Continue efforts to improve quality of interpretive programming, materials, and facilities.

- O.2.1: Present more accurate and engaging interpretive programs utilizing current research and knowledge about park resources.
 - S.2.1.1: Involve resource ecologists, cultural and recreation specialists in developing and/or presenting interpretive programs and serving as subject matter experts and trainers for interpretive personnel.
 - M.2.1.1: Include sessions in annual training for resource and interpretive specialists.

M.2.1.2: District specialists will establish annual goals for participation in interpretive training and/or program delivery.

O.2.2: Implement “Basic Interpretation Learning System” (BILS) for seasonal and volunteer interpreters, in addition to new rangers and lifeguards.

S.2.2.1: BILS is distributed to all districts, available on line, and used as the textbook for interpretive training department-wide.

M.2.2.1: BILS to be reproduced and distributed by December 2004; evaluation ongoing.

O.2.3: Develop new and updated statewide interpretive facilities.

S.2.3.1: Construct new visitor centers to accommodate visitor needs and demand for park information and educational materials.

M.2.3.1: At Donner Memorial State Park, a major new visitor center largely funded by an ISTEA grant, will greatly expand interpretation at the park including the story of human crossings of the Sierra Nevada at this location from Indian times until today.

M.2.3.2: At Calaveras Big Trees State Park, with funding support from the local nonprofit association, we will construct a new visitor center and classroom/multipurpose area for expanded interpretation of the giant Sierra redwoods.

M.2.3.3: At the Leland Stanford Mansion State Historic Park we will construct a new visitor center that includes educational exhibits, multimedia programs, and an orientation film letting visitors explore both the history and “history in the making” of our State’s new official reception center and public museum.

S 2.3.2: Interpretive panels will comply with accessibility guidelines; some panels will be available in languages other than English.

M.2.3.4: In FY 2004/05, 20 new interpretive panels will be produced and 10 existing panels will be redesigned to comply with accessibility guidelines. Copies will be made available to the field.

M.2.3.5: In FY 2005/06, 20 new interpretive panels will be produced.

O.2.4: Produce new brochures for park units and topics each year and reprint existing publications (contingent on available funding).

S 2.4.1: Where appropriate print in languages other than English.

S.2.4.2: Continue "Heritage Adventures" series of tour brochures on subjects such as the Great Central Valley mansions, Southern California cowboys, movies filmed in State Parks, Sacramento to the gold fields, and others.

M.2.4.1: Ten park brochures produced, printed, on the web and in the parks by July 2005; 10 by July 2006, etc.

M.2.4.2: Produce at least one new brochure each year.

LEADERS IN PARKS AND RECREATION

It is both logical and appropriate that the responsibility for statewide leadership for parks and recreation falls to California State Parks. The Public Resources Code sets many of State Parks leadership responsibilities into statute. This leadership responsibility includes the encouragement of active and coordinated participation by all park and recreation providers in meeting statewide needs for recreation opportunities. In its capacity as planner, coordinator, catalyst, grants administrator, and direct supplier of lands, facilities and programs, California State Parks should play a key role in:

- Developing statewide advocacy for parks and recreation.
- Identifying and developing recommended strategies for dealing with issues and opportunities of statewide interest.
- Coordinating a comprehensive research agenda and ensuring the results are widely shared.
- Crafting future funding programs so that all park and recreation needs are equitably addressed.
- Positioning parks and recreation with other public services to ensure the important role played by parks and recreation in the health and well-being of California is acknowledged.

Goal 1: Secure California State Parks role as the Leader in Parks and Recreation.

O.1.1: Expand our efforts to be actively involved/engaged and demonstrate State Park's leadership with other organizations.

S.1.1.1: California State Parks and the State Park and Recreation Commission will finalize a new California Recreation Policy by December 2005.

S.1.1.2: State Parks will host the 2005 NARRP/NASORLO Conference.

S.1.1.3: State Parks Director Ruth Coleman will be a featured speaker at the 2005 CPRS Conference in Sacramento.

S.1.1.4: State Parks Director Ruth Coleman will be a featured speaker at the 2005 Childhood Obesity Conference.

O.1.2: By June 30, 2006, complete an amended Central Valley Vision study highlighting State Parks' long-term goals for the Central Valley as an example of State Parks' leadership.

S.1.2.1: Complete five or more public involvement workshops.

- S.1.2.2: Complete acquisition projects such as North Table Mountain or Sutter Buttes as additions to the State Park System by June 2006.
 - S.1.2.3: Identify an area to be acquired in Bakersfield area for a future State Vehicular Recreation Area.
 - S.1.2.4: State Parks to convene and facilitate a minimum of five meetings with federal, state and local agencies to identify possible coordination and other roles in promoting the Central Valley Vision by February 2006.
 - S.1.2.5: State Parks will coordinate the planning for a meeting in April 2006 of the California Biodiversity Council focusing on the Central Valley.
- O.1.3: Make greater use of State Parks role as a grant provider and provider of technical assistance to enhance its leadership role.
- S.1.3.1: Complete and publish the Local Needs Assessment study by December 2005.
 - S.1.3.2: More actively influence the grant programs and guidelines of other fund providers.
 - S.1.3.3: Expand State Parks technical assistance efforts; e.g., grant writing/management, strategic planning, etc.
 - S.1.3.4: Communicate with field staff in the award of local grants.
 - S.1.3.5: State Parks will assume leadership for assessing/reporting on significant statewide trends; e.g., demographic changes, health and social benefits, alternative camping, carrying capacity, etc.
- O.1.4: Strengthen State Parks leadership role in all Mission-based areas.
- S.1.4.1: Continuing State Parks active engagement on the Biodiversity Council, the Legacy Project successor effort, the South Coast Wetlands Recovery Project, and the like.
 - S.1.4.2: Complete the California History Plan and convene a Cultural Summit follow-up meeting. (See Leaders in Cultural Resource Management.)

- S.1.4.3: Expand programs such as FamCamp and similar recreational outreach efforts. (See Meeting California's changing recreational needs.)
- S.1.4.4: Continue involvement in the Interagency Sustainable Building Task Force and identify capital outlay projects where sustainable design can be showcased or have the potential for becoming Leadership in Energy and Environmental Design (LEED) certified.
- S.1.4.5: Co-host California Concession Management Symposium at Asilomar Conference Center to include local, state, and federal agency and concessionaire participation.

STRENGTHENING STATE PARKS IMAGE, PRESS AND MEDIA OPERATIONS, PARTNERSHIP OPPORTUNITIES AND ONLINE WEB SITE PRESENCE

The California State Park System is one of the most varied and extensive in the United States; however, because of that variety, Californians don't easily recognize state parks as a single, unified entity. Similarly, press and media representatives are not aware of the size and scope of the system. That often leads to name mis-identification and image confusion in news accounts.

Across the State, there are multiple names and identification forms that do not convey a clear and consistent State Park image. This confusion shows up in the press and media, marketing, advertising, online Web sites and other informational sources such as brochures, pamphlets, and flyers. The result is the public does not know that some of their favorite places are actually a part of the greater State Park system.

There is a constant demand from reporters who are looking for good stories about all facets of the State Park System. This demand provides a ready-made opportunity for State Parks to enhance its ability to fill that demand and in so doing, increase the knowledge, awareness, and reputation of the system. Doing that on a continual basis will raise the importance of the system in the minds of all Californians, thereby more firmly establishing the State Park System as an asset to be supported and sustained.

Finally, State Parks cannot do it all alone. To be successful and to grow, State Parks will increasingly need the involvement of others – as users, supporters, stakeholders and partners. State Parks must create a wide array of partnership opportunities by supporting its internal partners; by involving its close friends and stakeholders; and fostering a cadre of new partners with kindred interests.

Goal 1: Develop and communicate a clear and consistent image at every point of visitor contact.

O.1.1: Facilitate an Internal Image Implementation Plan.

- S.1.1.1: By November 2005, provide guidelines on the new park image to all park employees.
- S.1.1.2: Incorporate Intellectual Property issues as they relate to the new brand by November 2005.
- S.1.1.3: Ensure park signage on new lands and facilities reflects the new image.
- S.1.1.4: Develop consistent patches on staff and volunteer uniforms.

S.1.1.5: Incorporate new image elements on the Camping Reservation Guide, Official Map, Escapes Magazine, future Park Brochures, and State Parks' Web site.

S.1.1.6: Develop training for park employees to understand the importance of the Department's image and when and where to communicate the image elements (logo, copy tone, color pallet, etc.)

Goal 2: Enhance the ability of State Parks to gain more positive press and media coverage.

O.2.1: Develop a statewide media plan and provide media and public relations training to staff.

S.2.1.1: By January 2006, revise the Communications Plan for California State Parks and use this plan as the basis for press operations and training.

S.2.1.2: Develop press and media promotion campaigns for news, marketing, and other special events, on an as needed basis.

S.2.1.3: Establish a permanent PIO I position within the Communications Office by January 2006, and reorganize the office functions under this position.

S.2.1.5: Work to establish additional duty PIO positions throughout the system, as determined by District Superintendents and conduct PIO training for these positions.

S.2.1.6: By June 2006, revise and update the California State Parks Public Relations Handbook and distribute it in conjunction with PIO training.

S.2.1.7: Develop a media plan for a Sacramento Marketing and Press event in Spring 2005.

Goal 3: Develop public partnerships that will also help to leverage and offset operational costs.

O.3.1: Complete an Internal Partnership Plan.

O.3.2: Expand External Partnership Opportunities.

- S.3.1.1: Identify internal partnership opportunities where “added-value partnership” projects can be established; e.g. an MOU with California Tourism Council, Department of Agriculture, the Arts Councils, Integrated Waste Management Board, Energy Service Companies, etc.
- S.3.1.2: Match with external Partnership and Consumer Strategies opportunities in support of the strategic initiatives and priorities. These will include both short and long-term financial leverage opportunities and resources.
- S.3.1.3: Create roll-out plans for the internal partnership projects by forming partnership campaigns that include the following initiatives:
 - T.3.1.1: Expand types of recreational opportunities to include health and wellness components to serve youth, the elderly, and handicapped visitors.
 - T.3.1.2: Strengthen urban connections through heritage and cultural tourism projects that will promote distance learning and other interactive activities.
- S.3.1.4: Establish The Partnership Review Committee that reviews and approves partnership opportunities.
- S.3.1.5: Partner with the California State Parks Foundation and other non profit associations or foundations as appropriate, to develop and solicit statewide marketing and sponsorship opportunities with large corporations/businesses to generate significant revenue to benefit park projects and programs.
- S.3.1.6: Through the Foundation’s sponsorship contractor, Public Enterprise Group, conduct a statewide audit of the Department’s assets.
- S.3.1.7: Develop statewide “Proud Partnership” target list assessment and “Proud Partner” benefit package by Spring 2005.
- S.3.1.8: Develop Proud Partnership criteria to align California State Parks with like-mind companies that will provide needed funds and services, and will further our missions and/or brand image.
- S.3.1.9: Solicit potential sponsors for State Park System activities and events; e.g., automobile, apparel, and power bars have high levels of interest.

Goal 4: Develop a consistent on-line web site presence

O.4.1: Maintain a consistent online (Web) presence and improve public access to information about California State Parks.

S.4.1.1: By September 2005, develop a Department-wide steering committee to provide governance for the Department Web site;

S.4.1.2: By January 2006, issue Department-wide Web policies and guidelines regarding the publication of information on the Web.

S.4.1.3: By January 2006, issue a Departmental Notice establishing the Department Web site as the single comprehensive repository of information about the Department except where provided by Department Web policies and guidelines or where otherwise approved by the Department-wide steering committee.

S.4.1.4: By January 2006, execute a new concession contract for operation of a Web-based State Park Store.

ENSURING STATE PARKS' FISCAL SUSTAINABILITY

There is a fundamental disparity between the long-term resource preservation called for in our Mission and the short-term, year-to-year fiscal structures that support us. This disparity is particularly acute in the areas of operation and maintenance, but also affects every aspect of what we do. California State Parks will seek to eliminate that disparity by engaging the Legislature, the Administration, and the public in a discussion of creative sustainable funding options – including endowments or other stable sources of revenue – with the long-term goal of providing the Department with adequate funding in perpetuity.

Goal 1: Generate a public policy debate on how best to provide stable funding for State Parks for the long term.

- O.1.1: Provide a fact-based analysis and list of options to support discussions with DOF, LAO, the Legislature, the State Park Foundation, and the general public.
- O.1.2: Develop a narrowed and improved list of options for eventual adoption and implementation by the Administration and the Legislature.
 - S.1.1.1: Establish pilot endowment efforts to demonstrate the feasibility and desirability of such funding and to help identify legal, operational, and other practical issues associated with establishing and managing an endowment.
 - S.1.1.2: Research and develop an initial Issue Paper to demonstrate the effects of funding irregularity on our ability to fulfill our Mission; research past and present efforts and efforts in other states to address the problem; identify a list of options for discussion. Initial draft due Spring 2005.
 - S.1.1.3: Schedule and hold meetings with DOF, LAO, State Park Foundation, etc., to discuss the issue and the list of options. Begin with informal, staff-level meetings, but aim eventually for formal public discussions and/or hearings with the Commission and/or the Legislature. Aim for formal hearings as part of the 06-07 budget cycle.

CONCLUSION

The concept of California State Parks, as an entity, involves every aspect associated with our statutory and Mission-based responsibilities. This includes those activities directly associated with the management and operation of units of the State Park System as well as those activities associated with the broader park and recreation delivery system. As much as activities performed in the Office of Historic Preservation, the Office of Grants and Local Services, the Off-Highway Motor Vehicle Recreation Division, the Planning Division, and others who are actively engaged with external service delivery partners are key parts of California State Parks, so too is California State Parks a key part of them.