



STRATEGIC PLAN

Friends
OF
SantaCruz
STATE PARKS
THATSMYPARK.ORG

2015 - 2018

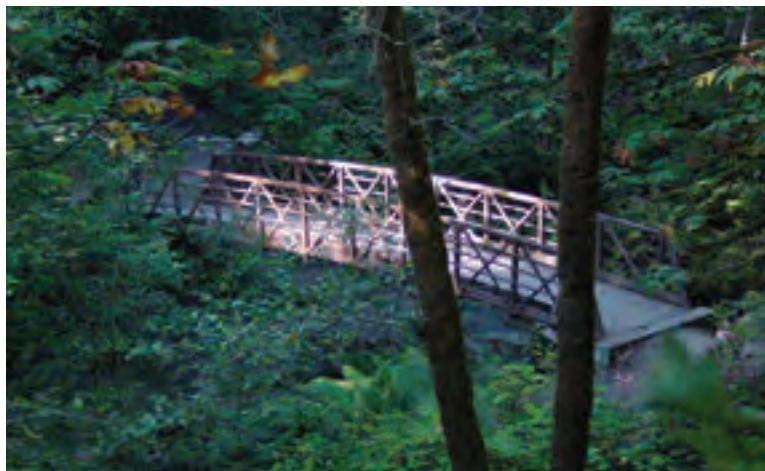
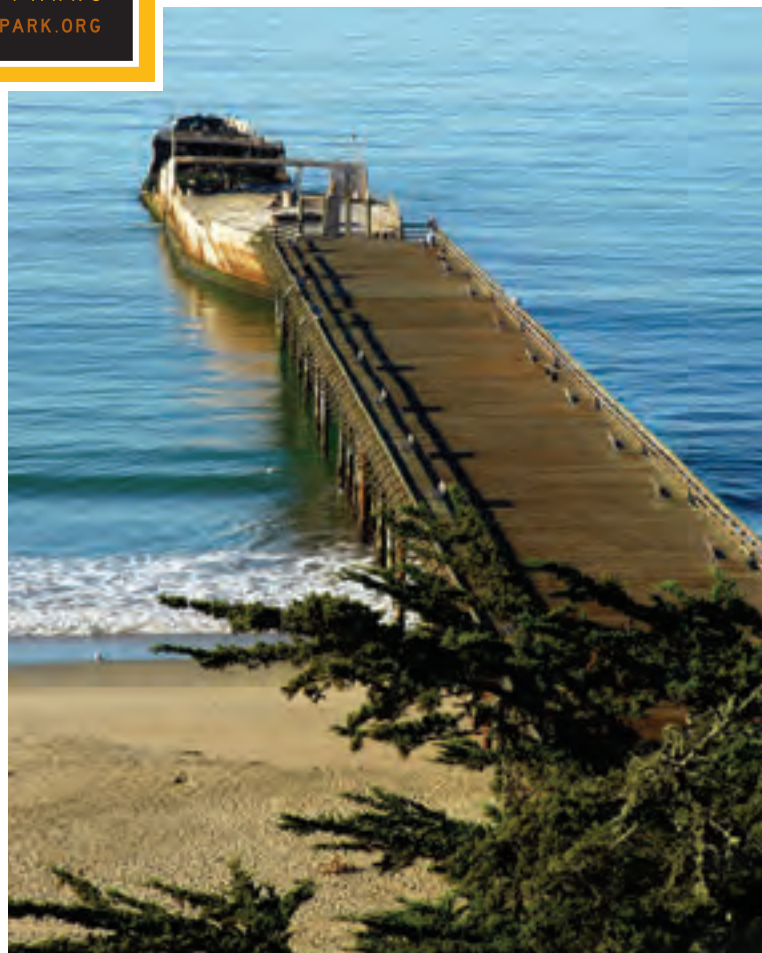






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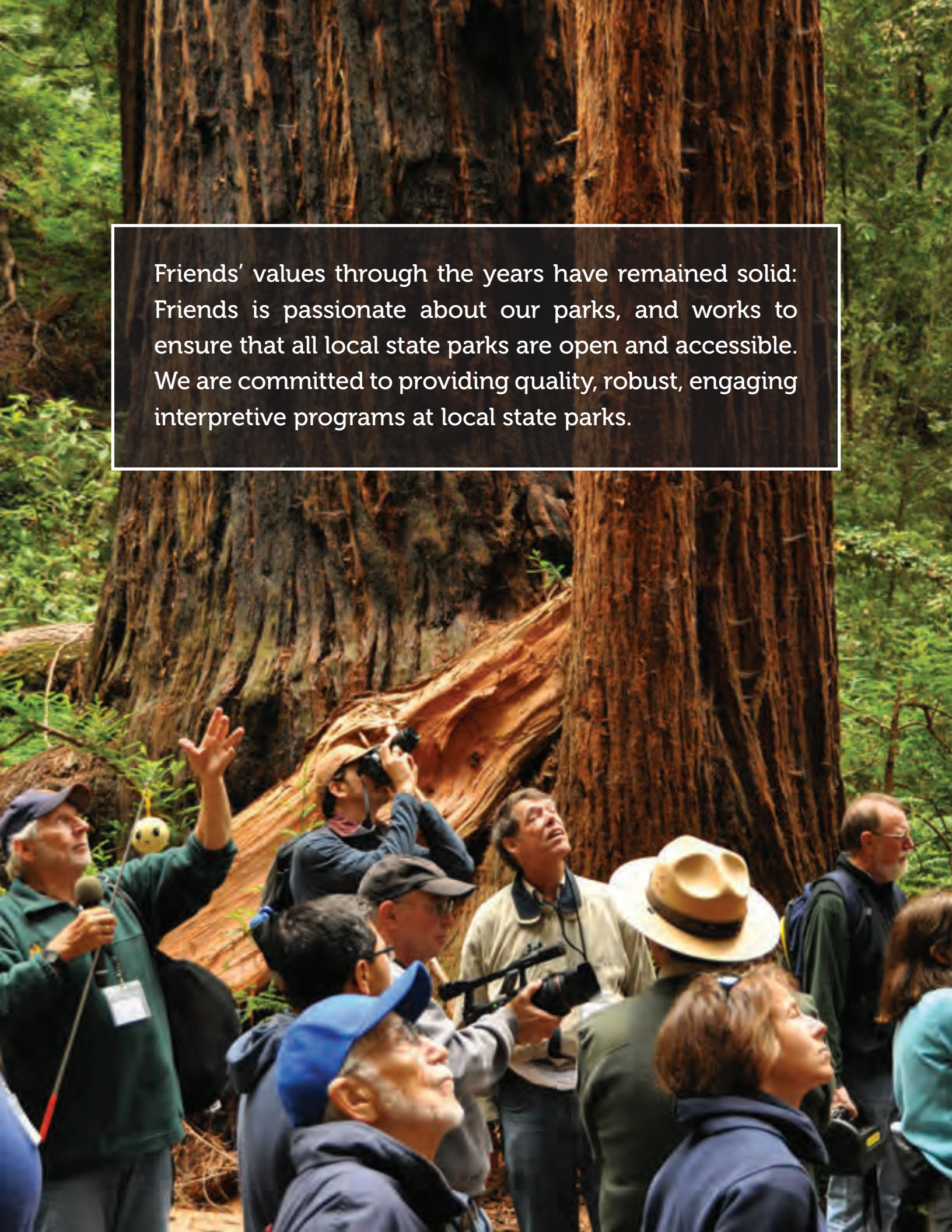
DEDICATION: JIM TONEY (1930-2014)

This Strategic Plan is dedicated in loving memory of Jim Toney, a long-standing member of the Board of Directors and an ardent supporter of California State Parks. Jim served in many capacities at Friends of Santa Cruz State Parks: board chair, secretary, treasurer, committee chair, mentor and friend. He was a visionary and driving force in our efforts at the Castro Adobe, The Forest of Nisene Marks and virtually every other project Friends has supported for over 14 years.

Words cannot do justice to Jim's impact on the Friends organization, and even in the development of this Strategic Plan. All members of the Board of Directors will hold the memory of our strategic retreat in a special place in our hearts, as those are our last memories of Jim. As ever, his ideas that day were full of grand ambition and delivered with great wit and a twinkle in his eye. Many of his thoughts and ideas from that day can be found in the following pages.

Jim provided sage advice and always delivered it with a warm smile. We are grateful he chose to use his talents to support state parks. The best way we can think to honor Jim's memory is to implement this plan to the fullest extent possible, realizing so many of the dreams he had for Santa Cruz State Parks.

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A group of people are gathered in a forest, looking up at a massive redwood tree trunk. The tree's bark is thick and deeply textured, with a large section of the outer bark missing, revealing the lighter-colored inner wood. The people are dressed in outdoor gear, including hats and jackets. Some are holding cameras, and one person in the foreground is holding a microphone, suggesting a guided tour or a presentation. The background is filled with lush green foliage.

Friends' values through the years have remained solid: Friends is passionate about our parks, and works to ensure that all local state parks are open and accessible. We are committed to providing quality, robust, engaging interpretive programs at local state parks.

EXECUTIVE SUMMARY

Friends of Santa Cruz State Parks (Friends) is a non-traditional, entrepreneurial nonprofit organization that is dedicated to working with California State Parks (CSP) to support the preservation, knowledge, and awareness of natural and cultural resources. Friends has written a three-year strategic plan to guide it through the transitional times as CSP envisions a new future following the recommendations of the Parks Forward Commission.

Friends operates kiosks in the Pajaro Coast, Mountains and San Mateo Coast park sectors of the Santa Cruz District, with an annual budget of \$3.5m and field staffing that can be as high as 69 people.

Friends' values through the years have remained solid: Friends is passionate about our parks, and works to ensure that all local state parks are open and accessible. We are committed to providing quality, robust, engaging interpretive programs at local state parks.

In order to continue our important work to support local state parks, Friends will focus on achieving seven goals over the next three years.

By December 31, 2018, Friends will have achieved the following results, consistent with its mission:

1. Plan for funding and construction of The Forest of Nisene Marks parking, visitor center and entrance, while continuing to enhance and improve the park and its facilities.
2. Open the Rancho San Andrés Castro Adobe State Historic Park.
3. Restore and improve Wilder Ranch State Park facilities.
4. Continue to develop the Mission Adobe State Historic Park as a venue for educational enrichment and community gatherings such that it is fully integrated within the life of the community, enjoys increased attendance and visiting and is a well-known site within the community.
5. Expand use of the State Park system by people of all ages, cultural backgrounds and abilities.
6. Increase funding to California State Parks.
7. Establish a process and guidelines for district-wide decisions regarding projects and funding.

Capacity-building to effectively execute on this plan is critical to its success. The board and staff will be working to increase the number of board members, the expertise of staff and the capability to raise necessary funds. The opportunities for Friends in the next few years are nearly endless. Staying innovative and focused will be crucial to success.





MISSION AND GUIDING PRINCIPLES

Sustaining the Legacy of Our State Parks and Beaches

Friends of Santa Cruz State Parks (Friends) is an entrepreneurial nonprofit sustaining the legacy of our state parks and beaches. Through an innovative partnership with California State Parks, and by leveraging local community support, Friends has provided millions of dollars of funding for educational programs, visitor services and capital projects.



Our Values

Friends of Santa Cruz State Parks is a nonprofit California State Parks (CSP) partner that strives to ensure that the history, traditions and natural beauty of state parks are enjoyed today and by future generations.

Friends of Santa Cruz State Parks is passionate about our parks, and works to ensure that all of our local state parks are open and accessible.

In partnership with CSP, Friends is committed to providing quality, robust, engaging interpretive programs at all local state parks with interpretive centers.

Because the voice of the people of Santa Cruz County, and of California, must be heard regarding state park issues, Friends is an educated, informed advocate for state parks on the state and local level.



TRENDS, CHALLENGES AND OPPORTUNITIES

The people of California have enjoyed a long history of investment in future generations through the creation and maintenance of state parks, starting with Yosemite State Park (1864) and Big Basin (1902). However over the past 30 years, there has been a steady decline in state funding support.

To cope with this loss, California State Parks (CSP) has been deferring maintenance, shutting down interpretive programs, cutting back parks' open hours and shelving improvement and restorative plans. CSP is in a seemingly permanent mode of doing more with less.

In 2011 voters rejected a stable, long-term funding source for state parks. Citing budget shortfalls, California for the first time ever in that long, proud history, slated state parks for closure in 2012. In response to this crisis, organizations across the state, including Friends, stepped into the void and pledged support to keep open most of the parks to be closed. Creative partnerships were formed

between CSP and the organizations and resulted in signed donor agreements, operating agreements and concession contracts to keep parks open and operating.

In the midst of this crisis, a public relations breakdown unfolded concerning fiscal irregularities within CSP accounting. The fallout from this scandal resulted in new leadership of the department and the formation of the Parks Forward Commission. The Commission is "charged by the California Legislature to recommend improvements for ensuring the State Park System's long-term sustainability" (Parks Forward Draft Report, 2014).

As the fortunes of California State Parks have declined, Friends' role has increased.

Friends of Santa Cruz State Parks was founded in 1976 as the Monterey Bay Natural History Association to promote education and interpretive activities. In 1987, Friends' role expanded with the institution of a Memorandum of Understanding (MOU) with California State Parks (CSP) to provide fee collection services and kiosk staffing. Proceeds from the MOU were used to cover the costs of these vital visitor services as well as the salaries of state park interpreters, an arrangement that continues to this day.

MOU funding also allowed Friends' role to increase to include supporting major capital projects such as building the Seacliff Visitor Center, creation of the New Brighton Visitor Center, restoration of the Meder House at Wilder Ranch and the building of its Visitor Center, building the Visitor Center at Natural Bridges and saving the earthquake damaged Castro Adobe.

Other capital projects supported by MOU funding include the repair of the Wilder Ranch Victorian house roof and construction of the Monarch Butterfly Grove visitors' walkway at Natural Bridges.

In 2007, Friends began the same type of MOU-funded operations in the Santa Cruz Mountains Sector, placing Friends Visitor Service Aides in the kiosks and insuring reliable funding for education and interpretation at Henry Cowell and Big Basin.

Because of Friends' demonstrated expertise in managing operations in the Pajaro Coast and Mountain Parks Sectors, it was asked to step in to support the Elephant Seal Walk operation at Año Nuevo State Reserve in 2009, securing continued funding for this major program. And, in 2011, Friends began MOU operations in the San Mateo Coast Sector, saving interpreter positions and docent programs at Año Nuevo, Butano, Half Moon Bay and Pigeon Point Lighthouse, as well as state revenue collecting capabilities through the work of a cadre of Friends Visitor Service Aides from north of Half Moon Bay to Año Nuevo.

The MOU was extended in 2011 for an extraordinary five years, with expanded authority "to engage in support and management for any park units or portions thereof as determined by the District Superintendent."

During this time of unprecedented expansion of operations, Friends took on even greater responsibility by covering one-time operational funding of seasonal lifeguards on our local state beaches. Through a Donor Agreement with CSP signed in 2012, Friends committed to provide full operational support to keep the Santa Cruz Mission Adobe State Historic Park open. In 2014, Friends provided all funding for three months of Santa Cruz District seasonal staffing, including Senior Park Aides and Park Maintenance Workers.



A new environment, innovative thinking and a bright future.

With the formation of the independent Parks Forward Commission, the State is showing a commitment to improve the California State Parks system. The commission has identified a number of recommendations to transform CSP and ensure the state parks are a protected state resource far into the future. These recommendations include increasing partnerships and identifying new revenue sources, both of which dovetail with the mission of Friends.

CSP and Friends have a unique, close partnership that supports parks and beaches through education, interpretation, programs and projects. Friends is not a typical nonprofit but rather a prime example of a “social enterprise”, an organization that applies entrepreneurial business strategies to achieving philanthropic goals.

The boundaries between the public (government), private (business), and social (nonprofit) sectors have been blurring as many pioneering organizations have been blending social and environmental aims with business approaches. Friends is part of this emerging “Fourth Sector.”

In this new environment, Friends must take a critical look at how it can reframe and reposition the way it supports parks. With that in mind, Friends, a public/private partnership/social enterprise, is strengthening and transforming the way it operates, becoming more public about its major funding source and unleashing its capabilities in support of our parks.

The Current State of Friends

Friends has been working to increase its organizational capacity in order to do more to support state parks. Its efforts include creating and deploying on-line kiosk accountability collection capabilities, modernizing campground showers, adding to staff and staff training, updating kiosk work training programs, increasing the responsibilities of board committees and adding new board members.

Friends' long track record, organizational capabilities and public support uniquely position the organization to flourish in this new environment.

AS OF THE WRITING OF THIS STRATEGIC PLAN, FRIENDS BUDGET, STAFFING AND OPERATIONS ARE AS FOLLOWS:

Annual Budget – \$3.5M

Administrative Team – 8 full-time, 3 part-time

Field Staff

Pajaro Coast	Low season: 16 Visitor Service Aides Peak season: 31 Visitor Service Aides
Mountains	Low season: 7 Visitor Service Aides Peak season: 18 Visitor Service Aides
San Mateo Coast	Low season: 10 Visitor Service Aides Peak season: 14 Visitor Service Aides Elephant Seal Walk: 6 Visitor Service Aides

Friends operates in all three sectors of the Santa Cruz District (Pajaro Coast, Mountains and San Mateo Coast), providing educational and interpretation funding, advocacy, capital improvement funding and support, marketing and promotion services, technology tools and Visitor Service Aides.

Kiosk fee collection, wood sales and showers operation provide income.

Innovative programs to increase customer service and revenue generation are deployed, including the phased roll-out of credit card acceptance at all kiosk locations, which was started in 2014 and is scheduled for completion in 2015.

Education and Interpretation Support Dollars Provided (FY 2014/15)

Pajaro Coast	\$453,086
Mountains	\$158,287
San Mateo Coast	\$192,459

Friends operates an online ParkStore, as well as five ParkStores in the State Park Visitor Centers at Wilder Ranch, Natural Bridges, Santa Cruz Mission Adobe, New Brighton and Seacliff, which support each park's educational and interpretive themes.

Capital projects, large and small, are engaged in and supported each year.

Friends leverages field operations dollars with financial support from Friends memberships, business donors and grants.





STRATEGIC PLAN PROCESS

In the spring of 2014 Friends of Santa Cruz State Parks launched a process to update the strategic plan that was adopted by the Board of Directors on April 25, 2012. The 2012-2015 Strategic Plan was developed during a challenging time in California State Parks' history, and over the past several years circumstances have changed, warranting a fresh look at the plan prior to its intended termination (July 2015). Friends is grateful to the stakeholders, staff and board members who participated in this process (see Appendix A).

The changing circumstances originated from two arenas: (1) the substantial progress that had been achieved by the Friends organization with respect to the 2012-2015 Plan, and (2) the formation of the Parks Forward Commission and its resulting recommendations, provided in the Parks Forward Commission Draft Report released in July 2014.

Given that this process was primarily seen as an update to the 2012-2015 Plan, rather than undertaking a completely new plan, the process was considerably less intense than the previous effort. The initial phase of the planning process was performed by the Board Development Committee and involved understanding the current progress with respect to the 2012-2015 goals, as well as identifying new opportunities and challenges that have arisen over the past three years.

Following these discussions, the committee identified four key opportunities/issues to be addressed over the next three years:

1. Friends has the opportunity to define a vision for itself that is district-wide and aligned with CSP's district-wide vision. Specifically, what is Friends' role in the use of revenue generated across the district? What other roles do we envision Friends having district-wide over the next three years?
2. The Parks Forward Commission provides an opportunity to fully legitimize the Friends' model.
3. Considering our past goals and new opportunities, what are the strategic results we wish to accomplish in the next three years? What are the implications of these goals with respect to the Board of Directors?
4. What is Friends' current financial model? What are the implications of our strategic choices (point number three above) for our financial mix over the next three years?

Based on the above questions, a day-long strategic planning retreat for the Board of Directors was planned to educate the board, answer critical strategic questions about Friends' role within the Santa Cruz District, identify the primary strategic goals for 2015-2018, and determine the implications for the board with respect to these goals.

The Board Development Committee, with assistance from our consultant Mary Hiland, has shepherded this process and the second phase: creating this document. The members of that committee are listed in Appendix A. We are especially grateful for their contributions.

Once adopted, the strategic plan becomes the guide for Friends of Santa Cruz State Parks, setting out the organization's goals and strategies for achieving those goals for the next three years. All members of the Board of Directors, all staff members and community volunteers who work with Friends are expected to know and understand the strategic plan goals and objectives. All work performed on behalf of Friends should be contemplated and accomplished with those goals and objectives top of mind.

Friends' Board of Directors adopted this plan on January 28, 2015.





2012-15 STRATEGIC PLAN: SUMMARY OF PROGRESS

In order to mitigate the severe cuts faced by California State Parks to its programs and projects in 2011/2012, Friends identified the following five goals to focus on achieving from 2012-2015. Text in *italics* describes Friends' 2014 progress towards these goals.

Friends will enhance the Santa Cruz Mission State Historic Park.

The Park is open to the public with increased hours of operation. *Park saved from closure and open days expanded from three to five days a week.*

Interpretive, educational and ParkStore services are increased. *Added extra day (Monday) during school year to expand number of students reached. Park Store hours and interpretive hours increased with extra days.*

Facilities are improved and restored. *Visitor center, brasero and horno, kitchen, garden and patio improved.*

The Park is a successful venue for cultural, recreational and family activities, hosting at least three (increased to 10 in 2013 by the Mission Advisory Committee) special events per year. *Successful Mission Summer Series program implemented, including First Fridays, movies and annual Mole & Mariachi festival.*

The Park will be an active venue for private special events (added by the Mission Advisory Committee in 2013). *Several private events held with local economic, cultural and nonprofit organizations, as well as private citizens.*

Friends will increase its capability to be responsive to CSP needs and requests.

Friends obtained additional working space to accommodate staff. Three new board members recruited. Nisene Marks Advisory Committee and Wilder Event Planning Committee created. Non-board member participation in advisory committees expanded. Volunteer program growing. Budget increased by \$820,000. Provided \$100,000 in funding for state parks seasonal staffing during staff budgeting crisis.

Friends will identify underserved areas in the community and increase state parks engagement with them. *Ongoing.*

Friends will enhance the Rancho San Andrés Castro Adobe State Historic Park.

The park is open to the public on a phased basis (updated by Castro Advisory Committee in 2013). *Limited opening for school groups. Several private events held. Program manager hours increased. Grant funding secured.*

Interpretive and educational services are initiated. *Funding included in FY14 budget to hire staff, develop curriculum and begin testing.*

Facilities are improved and restored. *Potter Church Garden complete and maintenance plan developed. Improvements to cocina, lift, stairway, ADA pathway and parking, and second story in process. Kimbro and McClune properties acquired. Kimbro house contents acquired.*

The park is a successful venue for cultural, recreational and family activities (updated by Castro Advisory Committee in 2013). *Five events held or planned for 2014.*

Forge an operating agreement with CSP (added by Castro Advisory Committee in 2013). *Ongoing.*

State park interpretive centers will benefit from increased promotion of park activities and funding for educational programs.

Education and interpretation funding increased by \$183,000. Increased promotion of state parks through social media, press relations and website.





STRATEGIC PLAN RESULTS TO BE ACHIEVED 2015-2018

The following summarizes the results of the Friends strategic planning retreat held on July 26, 2014.

Friends Role in the Santa Cruz District

In addition to maintaining Friends' current roles in the Santa Cruz District (specifically, kiosk revenue collection, funding for education and interpretive services, marketing, advocacy and funding for capital projects), Friends will grow its project management role and proactively expand its revenue generating opportunities. In the long-term, Friends will expand its role to do everything we do in the Pajaro Coast Sector in all three sectors, working in collaboration with other cooperating associations within the District.

Working within a District-wide vision and in cooperation with CSP staff, Friends will distribute generated revenue from the three sectors equitably. The Sector Superintendents, in consultation with the District Superintendent, and Friends Executive Director will be responsible for bringing recommendations to the Board of Directors.

Strategic Plan Goals & Strategies to Achieve the Goals

BY DECEMBER 31, 2018, FRIENDS WILL HAVE ACHIEVED THE FOLLOWING RESULTS, CONSISTENT WITH ITS MISSION:

Plan for funding and construction of The Forest of Nisene Marks parking, visitors' center and entrance, while continuing to enhance and improve the park and its facilities.

Strategies

- Park access is improved and enhanced.
- Interpretive and educational services are expanded.
- Facilities are improved and restored.
- The park is a welcoming venue inviting people of all ages, cultural backgrounds and abilities.
- Increase revenue for State Parks.
- The landscape and natural environment are maintained and enhanced.

Open the Rancho San Andrés Castro Adobe State Historic Park.

Strategies

- The park is open to the public on a phased basis.
- Interpretive and educational services are initiated with a focus on greater Pajaro Valley schools and community.
- Facilities are improved and restored.
- The park is a successful venue for cultural, recreational and family activities and invites people of all ages, cultural backgrounds and abilities.
- Funding to State Parks projects and programs is increased through improvements to the Castro Adobe State Historic Park.
- The landscape and natural environment are maintained and enhanced for the Castro, Kimbro and McClune properties.

Restore and improve Wilder Ranch State Park facilities.

Strategies

- Complete painting and repair of the Melvin Wilder Victorian.
- Work with State Parks to establish a list of needed capital improvement projects in the park.
- Prioritize and work to fund projects to be completed in three years.

Continue to develop the Santa Cruz Mission Adobe State Historic Park as a venue for educational enrichment and community gatherings such that it is fully integrated within the life of the community, enjoys increased attendance and visiting and is a well-known site within the community.

Strategies

- The park is positively positioned within its own neighborhood, with downtown Santa Cruz and with the greater Santa Cruz County population.
- In addition to traditional transportation methods, the Park is accessed through various types of sustainable transportation.
- Facilities are improved and restored.
- The park is a successful venue for cultural, recreational and family activities and invites people of all ages, cultural backgrounds and abilities.
- Funding to State Parks projects and programs is increased through use of the Santa Cruz Mission Adobe State Historic Park.

Expand use of the State Park System by people of all ages, cultural backgrounds and abilities.

Strategies

- Through its Park Advisory Committees, Friends will work to make The Forest of Nisene Marks State Park, Castro Adobe State Historic Park and Santa Cruz Mission Adobe State Historic Park welcoming venues for cultural, recreational and family activities that invite people of all ages, cultural backgrounds and abilities.
- In partnership with California State Parks, Friends will work to define issues related to obstacles to access to use of the park system by people of all ages, cultural backgrounds and abilities, assess local challenges and consider remedies that can be implemented in the next three years.
- Support Parks Forward's goals and strategies to expand access to the State Park System.

Increase funding to California State Parks.

Strategies

- Through its Park Advisory Committees, Friends will increase funding to State Parks projects and programs through improvements to and use of The Forest of Nisene Marks State Park, Castro Adobe State Historic Park and Santa Cruz Mission Adobe State Historic Park.
- Explore establishing a special events venue at New Brighton State Beach.
- Consider establishing a park sponsorship program.
- Support Parks Forward's goals and strategies to establish sustainable funding for State Parks.
- Explore partnerships with like-minded local organizations to increase park access and improve facilities through new local mechanisms.

Establish a process and guidelines for district-wide decisions regarding projects and funding.

Strategy

- Adopt a process and guidelines for project funding. (Completed 12-3-14)

Strategies to Achieve Plan Goals

The Nisene Marks, Castro Adobe and Mission Advisory Committees, the Board Development Committee, the Friends Executive Director, Sector Superintendents and the Board of Directors have identified specific strategies to accomplish these goals by 2018.

Detailed Year-1 and Year 2-to-3 strategies have been developed by the Nisene Marks, Castro Adobe and Mission Adobe Advisory Committees and are provided as Appendix B.





PLAN MEASUREMENT AND MONITORING

Each Friends staff member and all members of the Board of Directors will understand and be familiar with the strategic plan. The level of achievement of the goals in this plan, as well as strategy implementation, will be actively monitored in the following ways:

- The Friends Executive Director will have the strategic plan goals as the guiding principles and annual work plan targets in his/her performance plan.
- All Friends staff will have the strategic plan goals and work plan targets as part of their annual performance plan goals, as appropriate to their jobs.
- Board members and the Executive Director will be responsible for working to accomplish the goals of the strategic plan. Measurable goals reflected in annual work plans will be developed for each of the board committees. Progress will be monitored at least quarterly at board meetings.



ORGANIZATIONAL NEEDS

The strategic plan will only be achievable through the combined forces of Friends staff, its Board of Directors and its partnerships.

Board of Directors

The Board of Directors will be familiar with the plan goals, strategies and annual work plans.

Community Volunteers

Friends committees will be augmented with volunteers from the community who can help Friends achieve its strategic plan goals. Volunteers will include subject matter experts, as well as other interested parties.

Friends Staff

The position of Executive Director will be backed up with an individual who can take over the ED's duties in an emergency situation such that Friends does not lose momentum in achieving strategic plan goals.

Friends' staff should be afforded any training that would enable them to achieve the strategic plan goals.



APPENDIX A

FRIENDS OF SANTA CRUZ STATE PARKS WOULD LIKE TO THANK THE FOLLOWING INDIVIDUALS FOR THEIR HELP WITH THIS STRATEGIC PLAN:

Friends of Santa Cruz State Parks Board of Directors

Kim Delkener, Vice Chair 2014*	Ed Newman*
Phil Duval, Treasurer 2014*	Don Nielsen, Secretary 2015
Charlie Kieffer	Georgann Scally, Treasurer 2015
Stuart Kitayama	Curt Simmons, Secretary 2014, Vice Chair 2015*
Barney Levy, Jr.	Adam Steckley
Maggie Mathias, Chair 2014 & 2015*	Jim Toney

California State Parks

Kirk Lingenfelter, Cooperating Association Liaison 2014
Mike McMenamy, Cooperating Association Liaison 2015

Friends of Santa Cruz State Parks Staff

Bonny Hawley, Executive Director*
Peg Danielson, Operations Director*

Consultants

Mary Hiland, President, Hiland & Associates*
Miller Maxfield, Inc.

* Member of the Board Development Committee

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APPENDIX B

Detailed Strategies

Santa Cruz Mission Adobe	22
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SANTA CRUZ MISSION ADOBE STRATEGIES

GOAL: Continue to develop the Mission Adobe State Historic Park as a venue for educational enrichment and community gatherings such that it is fully integrated within the life of the community, enjoys increased attendance and visiting and is a well-known site within the community.

A: The Park is positively positioned within its own neighborhood, with downtown Santa Cruz and with the greater Santa Cruz County population.

B: In addition to traditional transportation methods, the Park is accessed through various types of sustainable transportation.

C: Facilities are improved and restored.

D: The Park is a successful venue for cultural, recreational and family activities and invites people of all ages, cultural backgrounds and abilities.

E: Funding to State Parks projects and programs is increased through use of the Mission Adobe State Historic Park.

YEAR 1

1. The Mission Adobe becomes an integral part of Santa Cruz's downtown. Ties to community organizations such as the Museum of Art & History, and the Watsonville Film Festival are established and enhanced.

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2. There is active neighborhood participation and input on the Mission Committee.

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3. There are multiple sustainable means of transportation and access to the Mission Adobe identified and publicized. There are plans to improve the 2 sets of stairs that lead to the Mission.

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4. The Mission Adobe is improved through various maintenance projects including a refurbished patio, garden beautification and up to date electrical capability. The Mission ParkStore is established as a "flagship store" for state parks.

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5. The Mission Adobe is open 5 days per week. Community usage of the Mission Adobe is increased with activities such as educational tours, meetings, weddings, quineaneras, etc.

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6. The Mole & Mariachi Festival is stabilized, goals are identified and logistics are understood such that it becomes a reliable event for Friends and State Parks.

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7. There is a plan to grow opportunities for volunteers and docents to help at the Mission.

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YEARS 2 - 3

1. The back stairs to Mission Street and to North Pacific Avenue are stabilized and improved such that access to the Park is easier and safe, and the Park's stairs' access to the Mission is welcoming.

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2. The Mission Adobe is recognized and appreciated as a "good neighbor" within the Mission Hill community.

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3. The Mission Adobe is a venue that is used and enjoyed by all people in the community.

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4. Friends' ties to various other community organizations are numerous and productive.

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5. There are numerous, established means of sustainable transportation to the Park in regular use.

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6. All public materials such as brochures and signs are bilingual and the Park is accessible to people of all abilities.

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7. There is an established, vibrant volunteer program at the Mission.

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8. The Mole & Mariachi Festival is an annual Santa Cruz County signature event, diverse and cultural in nature and is positively anticipated by the greater Santa Cruz community.

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THE FOREST OF NISENE MARKS STRATEGIES

GOAL: Plan for funding and construction of the Forest of Nisene Marks parking, visitors' center and entrance, while continuing to enhance and improve the park and its facilities.	A: Park access is improved and enhanced.	B: Interpretive and educational services are expanded.	C: Facilities are improved and restored.	D: The Park is a welcoming venue inviting people of all ages, cultural backgrounds and abilities.	E. Increase Revenue for State Parks	F: The landscape and natural environment are maintained and enhanced.
YEAR 1						
1. Initiate internal process to create vision for Visitor Center/entrance station/parking area to include site visits and consultation with partners who have undertaken similar projects.	■	■	■	■	■	
2. Begin planning for assessment/feasibility study for Visitor Center/parking area.	■	■	■	■	■	
3. Map revision project completed.	■	■		■		
4. Plan and fund Aptos Creek Fire Road Dust Abatement Year Two.	■		■	■		■
5. Assessment and planning initiated for Loma Prieta Trail bridge project.	■		■			■
7. Proactively partner with DPR and other organizations to achieve Nisene Marks projects.	■	■	■	■	■	■
8. Consider duties of and funding for Friends Nisene Marks Project Manager.	■	■	■	■	■	
9. Investigate alternative parking solutions to mitigate impacts of Aptos Village Plan implementation.	■		■	■	■	
YEARS 2 - 3						
1. Trail bridge project complete.	■		■			■
2. Initiate assessment/feasibility study for Visitor Center/Parking area,including community outreach.	■	■	■		■	
3. Optimal property for Visitor Center/Parking area identified and funding strategy developed.	■	■	■	■	■	
4. Assure that all public materials, including maps are bilingual, and accessible to people of all abilities.		■		■		

CASTRO ADOBE STRATEGIES

GOAL: Open the Rancho San Andrés Castro Adobe State Historic Park

A: The Park is open to the public on a phased basis.

B: Interpretive and educational services are initiated with focus on greater Pajaro Valley schools and community.

C: Facilities are improved and restored.

D: The Park is a successful venue for cultural, recreational and family activities and invites people of all ages, cultural backgrounds and abilities.

E: Funding to State Parks projects and programs is increased through improvements to the Castro Adobe State Historic Park.

F: The landscape and natural environment are maintained and enhanced for the Castro, Kimbro and McClune properties.

YEAR 1

1. Cocina open and available for school tours and limited public open hours.



2. Castro Phase 2, Part A plans (lift, stairs, beam and cable) finalized and submitted.



3. Kimbro Phase 1 initiated (maintenance, repair, archives, use planning, initial events, outdoor space).



4. McClune Phase 1 initiated (use planning, residence eval).



5. Assessment and planning initiated for orchard, fire safety, trees trimming and downhill habitat at Kimbro.



6. Proactively partner with DPR and other organizations to achieve Castro-related goals.



7. Consider funding for Friends Community Outreach position.



YEARS 2 - 3

1. Castro Phase 2, Part A completed (lift, stairs, beam and cable).



2. Castro Phase 2, Part B, construction initiated (balcony, railing, columns int. walls, ext. stairs, boardwalk).



3. Kimbro Phase 2 completed (interp planning, archives, mortgage payoff plan, event planning, parking, interp path building).



4. McClune Phase 2 initiated (exterior landscaping, residence integration, ParkStore).



5. Forge an operating agreement with DPR.



6. Assure that all public materials are bilingual and accessible to people of all abilities.



7. Create signature annual event which is diverse and cultural in nature.



8. Integrate and consider transportation/ access to the Castro site. Include Kimbro and McClune property into overall planning of the Castro site.



9. Increase area community representation on the Advisory Committee.



10. Phase 3 plans scoped (interior restoration, historic furnishings, exhibits, exterior landscaping).





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THE FRIENDS MODEL

The Friends Model leverages collection of state fees with strong local support to significantly extend the reach of State Parks to provide excellent education and interpretation, visitor services, public safety and support. The model also funds essential capital improvements and maintenance, as well as environmental, cultural and historic stewardship. Developed by Friends of Santa Cruz State Parks in partnership with California State Parks, the Friends Model was introduced 28 years ago and is nimble, responsive and continuously improved – with new innovations being developed every year. 100% of net proceeds are invested in state parks and beaches.



FRIENDS' PARK SUPPORT OVERVIEW

State Park/ Beach	Sector	Visitor Service Aides	Docent and Volunteer Support	Promotion Services	Education/ Interpretation Funds	Projects	ParkStore	Showers	Wood Sales
Año Nuevo	San Mateo Coast (SMC)	■		■	■	■			
Big Basin	Mountains (Mts)	■		■	■	■		■	
Butano	SMC	■		■	■				
Castle Rock	Mts	■		■					
Castro Adobe	Pajaro Coast (PC)		■	■	■	■			
Coast Dairies	PC			■		■			
Dunes	SMC	■		■					
Francis	SMC	■		■					
Half Moon Bay	SMC	■		■	■				
Henry Cowell	Mts	■		■	■	■		■	
Lighthouse Field	PC			■		■			
Manresa	PC	■		■		■			
Manresa Uplands	PC	■		■	■	■		■	■
Natural Bridges	PC	■	■	■	■	■	■		
New Brighton	PC	■	■	■	■	■	■	■	■
Nisene Marks	PC	■	■	■	■	■			
Palm	PC	■	■	■	■	■			
Pescadero	SMC	■		■	■				
Pigeon Point	SMC			■	■				
Pomponio	SMC	■		■					
Portola Redwoods	Mts	■		■				■	
Rancho Del Oso	SMC			■	■				
Rio Del Mar	PC			■		■			
Roosevelt	SMC	■		■					
San Gregorio	SMC	■		■					
Santa Cruz Mission	PC		■	■	■	■	■		
Seabright	PC			■		■			
Seacliff & PORTS	PC	■	■	■	■	■	■	■	■
Sunset	PC	■	■	■	■	■		■	■
Twin Lakes	PC			■		■			
Venice	SMC	■		■					
Wilder Ranch	PC	■	■	■	■	■	■		

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