

Parks Forward Staff Note: This summary was created by professional consultants Kearns & West based upon three public workshops conducted in May and June of 2014. The intent of the workshops was to solicit feedback on the April 23 staff working draft. This feedback is helping to inform the next iteration of the Parks Forward Commission's plan, along with input from department staff (including through the May/June 2014 focus groups), Park partners, and other stakeholders.

Memorandum

Date: July 3, 2014

To: Ken Wiseman, Parks Forward Initiative

From: Eric Poncelet and Kelsey Rugani, Kearns & West

Re: Parks Forward Initiative – Summary of May/June 2014 Public Workshop Findings

I. Introduction

This Memorandum presents our summary findings from the Parks Forward Initiative's second series of public workshops, conducted in May and June 2014. The purpose of the public workshops was to update the public on the Parks Forward Initiative (PFI) and to receive public input on draft recommendations in the [April 23, 2014 Staff Working Draft Report](#) being considered by the Parks Forward Commission. Key recommendation topic areas included:

- Build an effective Department of Parks and Recreation
- Create a new organization to support Parks
- Protect natural and cultural resources
- Improve access for all Californians
- Promote healthy lifestyles and communities
- Engage youth
- Secure stable sources of public funding

This document represents a synthesis of major themes that were expressed at the public workshops, both orally and via written comment.

This document is organized into four main sections:

- Section I introduces the document
- Section II describes the public workshop format and organization
- Section III presents the overarching findings from the workshops
- Section IV presents key findings organized by recommendation topic

Over 80 participants attended the public workshops in total. Participants represented a broad range of interests and perspectives, and included representatives from local and regional park agencies, cooperating associations and other non-government organizations (NGOs),

concessionaires, students, park user groups, elected officials, and other interested parties. The dates and locations of the workshops are shown in the table below:

Date	Location
May 29, 2014	San Rafael
June 2, 2014	Los Angeles
June 5, 2014	Sacramento

Note on nomenclature: this document uses “State Parks” to refer to the agency and “state parks” to refer to the parks themselves.

II. Public Workshop Format and Organization

The public workshops were organized into three main parts (see Appendix A for the workshop agenda):

- **Update on the Parks Forward Initiative:** PFI staff presented information on the Parks Forward Initiative, describing the process for developing the *April 23, 2014 Staff Working Draft* into a final report. Members of the public were provided with the opportunity to ask clarifying questions.
- **Gallery walk.** Members of the public were invited to submit written comments, via Post-it notes, on each of the seven recommendation topics listed above. Workshop participants were invited to evaluate the draft recommendations and associated action items by considering the following:
 - Strengths/pros
 - Weaknesses/cons
 - Suggested improvements
 - Additional recommendations or action items

Participants were also asked to consider the likely effectiveness of the proposed recommendation in addressing the challenges facing State Parks (i.e., likelihood of success) and the likely effectiveness of the proposed action items in addressing the recommendations (i.e., implementability of the recommendation).

A comprehensive list of comments received via the Gallery Walk exercise is included as Appendix B.

- **Oral comment to inform the PFI.** The workshop included two public comment sessions for participants to provide oral comments. Workshop organizers asked participants to provide comments using the same guidance described above for the Gallery Walk.

Workshop participants were also invited to provide additional written comments following the workshop via the PFI website (www.parksforward.com), email (to info@parksforward.com), or mail (Parks Forward Initiative, California Natural Resources Agency, 1416 Ninth Street, Suite 1414, Sacramento, CA 95814). These written comments were forwarded to the Parks Forward Commission, and are not reflected in this summary document.

III. Overarching Findings

In the three public workshops throughout the state, participants expressed a wide variety of views in regard to the *April 23, 2014 Staff Working Draft Report*. Comments were generally supportive of the recommendations in the report, although participants offered a wide variety of clarifications, considerations, concerns and suggested improvements for how to ensure success.

This section highlights some of the major findings that emerged across all three workshops (these are listed in no particular order). Additional findings organized by recommendation topic are detailed in Section IV below.

- **Level of Detail and Focus on Implementation:** Many of the public workshop participants thought the report lacked sufficient detail in some of the recommendation topics. They wanted or were expecting to see specific proposed actions rather than general approaches. Many also wanted to see more emphasis on how the recommendations would be implemented. They warned against the report being yet another government product that “sits on a shelf.”
- **Clarity:** Participants noted that the *Staff Working Draft Report* lacked clarity in several areas. Several referred to the lack of definition around key themes, such as “partnerships”, “support entity”, and the “office of operational effectiveness.” A few also expressed concern about the report’s reference to the need to “lower barriers”; these individuals wanted to confirm that lowering barriers would not mean lowering standards.
- **Partnerships:** Many participants expressed appreciation for the report’s emphasis on partnerships and the many benefits they provide to State Parks, including program implementation, park maintenance, and revenue generation. Participants supported enhancing existing partnerships and beginning new partnerships, but cautioned that the report should better define how partnerships be managed. They also noted that in developing partnerships with State Parks, there is no “one-size-fits-all” approach. Overall, they emphasized that State Parks should strive for partnerships that are both effective and equitable.
- **Interconnectedness of Recommendation Topic Areas:** Participants acknowledged the interconnectedness of the different recommendations in the report; many noted the importance of maintaining appropriate balance among them. For instance, the Department cannot engage youth and promote healthy lifestyles without improving access to parks, just as it cannot improve access without multiple sources of public and private funding. At the same time, participants acknowledged that increasing attendance in state parks may place additional stress on natural and cultural resources. Overall, participants wanted to confirm that changes made in one topic area would not result in negative impacts on others.
- **Support Entity:** Participants expressed a wide variety of views on the proposed new Support Entity. Some acknowledged that a Support Entity could be helpful to the Department. Others thought that the Support Entity should focus on filling gaps instead of duplicating functions already covered by the Department or its many existing partners. Participants generally wanted to ensure that the new Support Entity does not

overlap or compete with park partners and that it will not add an additional level of bureaucracy.

- **Funding:** Almost all participants who addressed the funding topic agreed that multiple sources of public and private funds are needed to support State Parks. Participants also provided a variety of suggestions for how to generate revenue and ensure sustainable funding into the future. These participants wanted to see more detail on this subject in the report.

IV. Key Findings by Topic Area

This section summarizes key findings relative to the seven main recommendation topic areas. It reflects a synthesis of both oral comment and written comments from the Gallery Walk activity.

A. Topic Area: Build an Effective Department of Parks and Recreation

Many comments received during the workshops addressed this topic area. Participants appreciated the report's focus on building an effective Department and thought it generally acknowledged the right issues and focused on an appropriate set of solutions. Summary comments on this topic are organized into the following sub-topics: 1) perceived strengths, 2) considerations and keys to success, and 3) suggested improvements.

- **Perceived Strengths**

- a. Effective Partnerships: The vast majority of comments on building an effective department focused on the importance of effective and equitable partnerships. Many participants suggested that the Department could facilitate and support partnerships more effectively in the future. Strong partners can assist with revenue generation, facilities maintenance, and program implementation. Participants supported the report's emphasis on enhancing and seeking new partnerships, but thought it would be helpful to more clearly define partnerships in the report. Participants supported the Department building upon the partnership structure that exists today. They suggested incorporating a willingness to experiment and a "yes" mentality within State Parks staff.
- b. Leadership Development: Participants expressed the importance of increasing pathways to leadership within State Parks. Of those who commented on this topic, most thought leadership positions should be open to all staff and not restricted to peace officers. A few stated that senior management needs skills in public relations as well as in law enforcement. Others noted that different parks have different needs, so a variety of skill sets are required for Parks staff.

- **Considerations and Keys to Success**

- a. Increase Internal Responsiveness: Many participants spoke on the topic of partnerships, and many of these agreed that it would be helpful for the Department to become more responsive to the needs and concerns of its partners. A few participants suggested developing a "responsive management" plan for how to deal with partnership issues internally in an efficient and effective manner.
- b. A Balancing Act: Given that "Building an Effective Department" is a dominant component of the report, several commenters wanted to remind the Department about the importance of balance. The Department needs to focus on its mission

while also expanding its programs and services. It is important to balance new activities and changes with existing activities and the Department's current structure.

- c. Prioritization: In addition to balancing the recommendations and actions items within the report, participants stressed that the Department should prioritize what actions are implementable within the next six months, within the next year, and within the next five years.

- **Suggested Improvements**

- a. Definitions and Terms: Several participants commented that more details would be helpful in this section. For example, the meaning of "lowering barriers" was not clear to some. Other participants noticed that there is virtually no use of the terms "neighborhood" or "community" within the report. They suggested not only including the terms but defining them and the importance of neighborhood and community organizations. These organizations can be effective partners in the future, can mobilize and educate various communities throughout the state, and should be included within the report.
- b. Analyze Staff Capacity: Participants suggested that the Department complete a capacity analysis to better understand the personnel and staffing needs at the state level.
- c. Park Closure Criteria: A few participants at the San Rafael workshop stressed the importance of communicating and/or revisiting the criteria for park closures throughout the state. These participants hoped to see a clear statement in the report that park closures were not being considered.
- d. Report Structure: One participant suggested reformatting this topic area by discussing implementation first. This would better reflect the importance of this step.

B. Topic Area: Create a New Organization to Support Parks

Many workshop participants discussed the new support organization proposed in the report and expressed a wide variety of views. Some supported the idea, some thought it needed revision, and some others did not support it. Summary comments on this topic are organized into the following sub-topics: 1) perceived strengths, 2) considerations and keys to success, and 3) suggested improvements.

- **Perceived Strengths and Weaknesses**

- a) Appropriate roles: Many participants agreed that State Parks could benefit from additional support from some sort of Support Entity. Some suggested having the Support Entity focus on financing, marketing, communications and land acquisition. Others suggested that the Support Entity could assist with marketing, technology, training, expertise and funding.
- b) More bureaucracy: Several participants shared their fear that this new Support Entity might result in another level of bureaucracy.

- **Considerations and Keys to Success**

- a) Clear and Appropriate Role and Scope: A key theme heard throughout the public workshops was that the Support Entity needs to have a clear focus and purpose. Several participants commented that clearly articulating the role and mission of the new Support Entity will be critical to its success.

- b) Focus on Priority Projects: A few participants suggested that the Department identify key priority projects before establishing the Support Entity. Once these projects are identified, the Department can bring together the right experts to implement them. Participants thought that the Support Entity would be more successful if it focused on projects that the Department cannot implement on its own.
- c) Avoid Duplication: Another common suggestion was to avoid duplication with the Entity's roles and responsibilities. Some participants thought the new organization and the State Parks Foundation might overlap in certain areas and that the Department needs to ensure that the Entity is providing new value and addressing existing gaps. Before moving forward, participants suggested having State Parks assess its internal capacity, structures, and effectiveness.
- d) Business Expertise: A few participants suggested having the Support Entity include staff with business expertise from both the for-profit and non-profit sectors. Business experts know how to efficiently operate businesses and produce revenue.

- **Suggested Improvements**

- a) Consider an Existing Organization: A few participants thought existing organizations, such as the California State Parks Foundation, could perform many or most of the services envisioned for the new entity.
- b) Strategic Planning: Participants suggested having the Department conduct strategic planning around its need before establishing a Support Entity.
- c) Look at Other States: Participants suggested looking at other parks systems as models, such as Oregon State Parks.

C. Topic Area: Protect Natural and Cultural Resources

Workshop participants provided many specific examples of where State Parks should focus efforts to protect natural and cultural resources. Summary comments on this topic are organized into the following sub-topics: 1) perceived strengths, 2) considerations and keys to success, and 3) suggested improvements.

- **Perceived Strengths**

- a) Environmental Concerns: Participants generally supported the report's emphasis on better protecting the State's natural and cultural resources. Many spoke in particular about the importance of conservation and natural resource protection. They acknowledged the effects of climate change, how species, habitat and land need to be protected, and the importance of conserving and correctly managing wildlands.
- b) Revenue Generation: A few made specific suggestions on how a focus on protecting natural and cultural resources could also help produce revenue for the State Parks system. Restoring historic properties was one example provided. A participant noted that there are 3,000 historic properties within California that could be renovated for lodging, events and other opportunities. These resources could not only generate revenue, but also engage a variety of new park visitors.

- **Considerations and Keys to Success**

- a) Resource Management: A few participants expressed concern that the report did not adequately address the limitations in implementing this recommendation due to a lack of funding. They suggested having Parks collaborate with NGO's or

universities that specialize in science-based management. Universities in particular can assist with research, assessments, and analysis.

- b) Potential Partners. A few participants recommended potential partners to help State Parks on natural resource protection, including the California Native Plants Society and the Tamalpais Land Conservancy.

- **Suggested Improvements**

- a) Redefine Terms: One participant requested that the Department revisit the definition of “adaptive use”. From this participant’s perspective, most of Parks’ historic buildings are already being adaptively used.
- b) Consider Cost: One participant suggested that the Department consider the following questions when implementing natural and cultural resources projects:
 - At what cost is protection?
 - What would be the return on investment?
- c) Education: A few participants expressed the importance of educating the public about the impact, role, and value of State Parks land. Educating the public could increase their appreciation and support of parks.
- d) Environmental Impact Reports: One participant recommended that each park have a comprehensive environmental impact report developed to address pollution impacts, traffic, fire risk, and other impacts.

D. Topic Area: Improve Access For All Californians

Many workshop participants were interested in how to improve access for all Californians, although some of these thought this section was vague and needed more details. Summary comments on this topic are organized into the following sub-topics: 1) perceived strengths and 2) suggested improvements.

- **Perceived Strengths**

- a) Adapting to Changing Demographics: Participants generally agreed with the report’s premise that with the changing demographics of California, it is crucial for State Parks to engage the public in new ways. One participant suggested that the Department treat people as a natural resource that is just as important as physical state land. Participants agreed that there are many park poor communities, and the need for urban parks is rising. Participants expressed the hope that the Department would embrace various recreational forms and become more accountable for improving access and engaging more Californians.

- **Suggested Improvements**

- a) Specific Ideas: Participants shared a number of specific ideas on how to improve access for all park visitors. Ideas included:
 - Address the needs of different user groups, such as dog walkers, naturists, and mountain bikers.
 - Add a civil rights section to the report that more explicitly identifies access as the right of all Californians.
 - Produce programming that is better targeted to California’s evolving demographics.
 - Reduce fees for low-income communities.
 - Work with other agencies that have the same constituencies as parks, such as the California Department of Education.

- b) Feedback Methodology: In order to successfully engage and improve access, some participants recommended that the Department establish easy and effective ways to receive feedback on its parks. Establishing a feedback mechanism would help State Parks improve parks, build trust, and grow a more consistent consumer base. People would see that State Parks is willing and able to listen to concerns and make appropriate changes.

E. Topic Area: Promote Healthy Lifestyles and Communities

Although few workshop participants provided oral comment on healthy lifestyles and communities, some did provide written comments in the Gallery Walk activity. Many comments provided on other topic areas also had indirect implications for this topic. For instance, by engaging youth and improving access, more Californians are able to recreate in parks, appreciate the system's natural beauty, and change their perspective on healthy living. Summary comments on this topic are organized by the following sub-topic: 1) suggested improvements.

- **Suggested Improvements**

- a) Partnerships: Participants suggested partnering with businesses and community organizations such as REI, sporting good stores, local hospitals, mental health providers, and others to create group visits to parks. Participants also suggested partnering with ethnic specialty associations like the Cal Pan-Ethnic Health Network to engage a wider variety of park goers and promote healthy lifestyles. State Parks could also work with public and private school systems to build physical and environmental educational programs.
- b) Incentivize: One participant suggested that State Parks promote insurance discounts to park goers or incentivize healthcare providers to encourage their customers to engage with parks.

F. Topic Area: Engage Youth

Workshop participants broadly supported the idea of better engaging youth and provided some specific recommendations on how to do so. Summary comments on this topic are organized into the following sub-topics: 1) perceived strengths, and 2) considerations and keys to success.

- **Perceived Strengths**

- a) Recreation Before Conservation: Participants representing youth organizations shared that many youth do not appreciate state parks until they recreate in them. Spending time in parks helps young people better understand the importance of preserving and conserving precious park land. This understanding means they are more likely to support parks in the future.
- b) Youth Development: At the Los Angeles workshop, outdoor youth organization members explained the importance of parks in their own lives. Before being connected to parks, many thought certain opportunities were out of their "dream range." They pointed out that State Park programming can include leadership opportunities, health and wellness activities, and academic achievements that low-income youth do not have access to in school. These participants shared that a broader constituency of park supporters can be developed by focusing on youth and cultivating their talents.

- c) Promote Healthy Lifestyles and Communities: Participants described the importance of engaging youth for healthy living. Fun, healthy activities can provide many benefits for California's youth. For example, Sacramento public workshop participants shared that many high schools in the area have mountain biking teams. By keeping trails open and maintained, students can exercise freely and easily.
- **Considerations and Keys to Success**
 - a) Technology: Many workshop participants emphasized the potential value of technology in park programming. They noted that social media can help connect millennials to parks as well as publicize park benefits.
 - b) Transportation: Participants pointed out that in urban areas of the state it is increasingly difficult to get low income youth to state parks, especially since relatively few state parks are found in or near urban centers. State Parks can look into shuttle services from schools or potential partnerships with Amtrak or city transportation entities to more easily bring youth to parks.
 - c) Job Opportunities: A few participants expressed that one way to engage youth is to provide job opportunities at local parks.

G. Topic Area: Secure Stable Sources of Public Funding

Workshop participants felt strongly about the importance of ensuring predictable and stable funding sources for State Parks, and provided insights on how to secure such funding. Public comments on this topic are organized into the following sub-topics: 1) perceived strengths, 2) considerations and keys to success, and 3) suggested improvements.

- **Perceived Strengths**
 - a) Build an Elite State Parks System: Participants spoke fondly about the State Parks system and viewed it as an economic engine that produces revenue for business and local governments. Participants explained that the state can afford to have an elite state parks system and that the system is worth the investment. By having sustainable sources of funds, the Department can focus on implementing many of the recommendations within the report. This funding will improve the quality of parks overall and ensure a successful future for the system.
 - b) Building Trust with Park Goers: Some workshop participants expressed that sustainable funding sources would help the Department be more consistent with how park programs are funded throughout the state. This will help State Parks regain the trust and loyalty of the public regarding its ability to deliver services and manage its funds in a reliable way.
 - c) Sustainable Funding Source(s): In addition to sharing the view that multiple funding sources are required for State Parks, many participants stated that those sources need to be sustainable.
- **Considerations and Keys to Success**
 - a) One Size Does Not Fit All: Workshop participants provided many examples of potential public and private funding sources, including user fees, general fund appropriations, a ballot measure, and car registration fees. The Department should consider how funds could be collected at parks with multiple entrances, whether fees should be charged to low income park goers, and how the fees may

differ between urban and rural parks. One participant believed that Parks should have their own “rainy day” fund established by the State legislature.

- b) Profitability Versus Conservation: Workshop participants stressed the importance of analyzing the effects of potential new funding opportunities on natural resources. For example, grazing could generate revenue but could also negatively impact the quality of park lands. Opening more bicycle trails could increase user fee revenue, but also increase the risk of fire. Cost-benefit analyses and mitigation efforts need to be considered by the Department before certain opportunities are implemented.
- **Suggested Improvements**
 - a) Level of Detail: Many participants who addressed this topic thought this section of the report lacked depth and detail.
 - b) Partnerships: Some participants suggested that the Department consider strong partnerships as potential funding sources. Universities and foundations can assist the Department with providing quality services to park visitors as well as provide funds for Parks.



Appendix A: Agenda

Agenda Parks Forward Initiative Public Workshops

May 29, 2014 (3:00-7:00 PM) <i>Embassy Suites</i> Sausalito Room 101 McInnis Parkway San Rafael, CA 94903	June 2, 2014 (3:00-7:00 PM) <i>Radisson USC</i> Ballroom Center 3540 South Figueroa Street Los Angeles, CA 90007	June 5, 2014 (3:00-7:00 PM) Capitol Plaza Temple Hall, 3rd Floor 1025 Ninth Street Sacramento, CA 95814
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The public workshops will be webcast at: <http://cal-span.org/index.php>

Objectives

1. Receive update on the Parks Forward Initiative (PFI)
2. Provide public input and deepen the understanding around recommendations in the *PFI Staff Draft Report* (April 23, 2014) being considered by the Parks Forward Commission
 - Protect natural and cultural resources
 - Improve access for all Californians
 - Promote healthy lifestyles and communities
 - Engage youth
 - Build an effective Department of Parks and Recreation
 - Create a new organization to support Parks
 - Secure stable sources of public funding

Agenda

Time	Topic	Presenter(s)
2:45 p.m.	Arrivals	
3:00 p.m.	Welcome and Introductions <ul style="list-style-type: none"> • Welcome and introductions • Overview of workshop objectives, agenda, ground rules 	<ul style="list-style-type: none"> • Ken Wiseman, PFI Executive Director • Facilitator
3:15 p.m.	Update on Parks Forward Initiative <ul style="list-style-type: none"> • Clarifying questions 	<ul style="list-style-type: none"> • Ken Wiseman, PFI Executive Director • Facilitator

Time	Topic	Presenter(s)
3:30 p.m.	Gallery Walk Activity – Provide Input on Draft PFI Recommendations <ul style="list-style-type: none"> • Introduction to activity • Provide written input on Staff Working Draft recommendations • Reflect on other people’s comments 	<ul style="list-style-type: none"> • Facilitator • All
4:00 p.m.	Public Comment Session 1	<ul style="list-style-type: none"> • All
5:15 p.m.	<i>Break</i>	
5:30 p.m.	Public Comment Session 2	<ul style="list-style-type: none"> • All
6:45 p.m.	Closing Remarks	<ul style="list-style-type: none"> • Ken Wiseman, PFI Executive Director
7:00 p.m.	<i>Adjourn</i>	

*Public comment is also welcome at any time at www.parksforward.com or via email at info@parksforward.com

Proposed Questions to Guide Public Input

The Parks Forward Commission invites workshop participants to evaluate the *PFI Staff Working Draft Report* (April 23, 2014) recommendations and associated action items by considering the following:

- Strengths/pros
- Weaknesses/cons
- Suggested improvements
- Additional recommendations or action items

During your evaluation, please also consider:

- The likely effectiveness of the proposed recommendation in addressing the challenge (i.e., likelihood of success).
- The likely effectiveness of the proposed action items in addressing the recommendations (i.e., implementability of the recommendation).

Appendix B: Gallery Walk Comments

Parks Forward Initiative Public Workshops			
Topic	Recommendation	Public Comments Submitted Via Gallery Walk	Public Workshop
ED: Build an Effective Department of Parks and Recreation	ED1: Align and Modernize Technology and Accounting Systems	Gather visitor information data including race and ethnicity in order to better plan and manage state parks and serve the needs of all Californians. Do this info gathering as part of a robust civil rights program	Los Angeles
ED: Build an Effective Department of Parks and Recreation	ED1: Align and Modernize Technology and Accounting Systems	Create a system that is more streamlined, effective and time saving	Los Angeles
ED: Build an Effective Department of Parks and Recreation	ED1: Align and Modernize Technology and Accounting Systems	Low-hanging fruit. Modernize, standardize, fee collections.	Los Angeles
ED: Build an Effective Department of Parks and Recreation	ED1: Align and Modernize Technology and Accounting Systems	Use technology to track user groups and adj. use areas	Sacramento
ED: Build an Effective Department of Parks and Recreation	ED1: Align and Modernize Technology and Accounting Systems	State government has challenges in IT. Need a contractor to completely re-tool systems websites, etc.	Sacramento
ED: Build an Effective Department of Parks and Recreation	ED1: Align and Modernize Technology and Accounting Systems	Essential for operating with an enterprising and sustainable mentality/system	Sacramento
ED: Build an Effective Department of Parks and Recreation	ED1: Align and Modernize Technology and Accounting Systems	Be aware of large new system failures throughout the state government departments. Any new technology development will likely fail and further tarnish both the state and department - use small proven systems/solutions	Sacramento
ED: Build an Effective Department of Parks and Recreation	ED1: Align and Modernize Technology and Accounting Systems	Don't wait for perfect statewide technology solution for management and accounting. Implement something light and fast in order to capture good data and to allow leaders to make fact-based decisions	San Rafael
ED: Build an Effective Department of Parks and Recreation	ED1: Align and Modernize Technology and Accounting Systems	Having modern technology and tools is important, but without a fundamental change in the culture, it will be a waste of money	San Rafael
ED: Build an Effective Department of Parks and Recreation	ED2: Align and Modernize Leadership and Staffing	Agree with recommendations to open promotions and positions to others besides those in enforcement positions	Los Angeles

Topic	Recommendation	Public Comments Submitted Via Gallery Walk	Public Workshop
ED: Build an Effective Department of Parks and Recreation	ED2: Align and Modernize Leadership and Staffing	Open up all leadership/management to all classes within CSP	Sacramento
ED: Build an Effective Department of Parks and Recreation	ED2: Align and Modernize Leadership and Staffing	Agreed. Many of the non-profit coop. associations have stronger business and money skills than those of their park partners, can make difficult to "speak the same language"	Sacramento
ED: Build an Effective Department of Parks and Recreation	ED2: Align and Modernize Leadership and Staffing	State parks remain too top heavy with staff. How can the initiative process constructively address this problem of entrenched, redundant staff at the top?	San Rafael
ED: Build an Effective Department of Parks and Recreation	ED2: Align and Modernize Leadership and Staffing	More rangers in the field, less staff in Sacramento	San Rafael
ED: Build an Effective Department of Parks and Recreation	ED2: Align and Modernize Leadership and Staffing	It is critical to identify the metrics needed for success. Then, people must be measured on achieving these metrics and rewarded accordingly	San Rafael
ED: Build an Effective Department of Parks and Recreation	ED2: Align and Modernize Leadership and Staffing	The greatest challenge will be long-time employees resistant to change or any initiative that affects their power and authority. Change within the organization does not come without pain; anticipate internal resistance to change!	San Rafael
ED: Build an Effective Department of Parks and Recreation	ED2: Align and Modernize Leadership and Staffing	To attract great leaders, it will be critical to allow them to truly implement changes	San Rafael
ED: Build an Effective Department of Parks and Recreation	ED2: Align and Modernize Leadership and Staffing	Approve widening pool of effective leaders by removing law enforcement requirement for leadership opportunities/promotion	San Rafael
ED: Build an Effective Department of Parks and Recreation	ED2: Align and Modernize Leadership and Staffing	Essential to broaden management track beyond peace officers - also agree with broadening the responsibility of peace officers to include interpretation and resource management	San Rafael
ED: Build an Effective Department of Parks and Recreation	ED2: Align and Modernize Leadership and Staffing	Consider parallel organization for conservation and law enforcement	San Rafael
ED: Build an Effective Department of Parks and Recreation	ED2: Align and Modernize Leadership and Staffing	Separate law enforcement from park and rec leadership or at least create a separate group and career path	San Rafael
ED: Build an Effective Department of Parks and Recreation	ED2: Align and Modernize Leadership and Staffing	Move fast and get things done. If this is a true crisis then the parks department needs to start acting like solving this really matters	San Rafael
ED: Build an Effective Department of Parks and Recreation	ED3: Facilitate and Support Effective Partnerships	Conduct due diligence to ensure right partnerships	Los Angeles
ED: Build an Effective Department of Parks and Recreation	ED3: Facilitate and Support Effective Partnerships	Create better coop. assn. model that ensures funds are used for DPR goals and not just the individual interests of coop. assn. board	Sacramento

Topic	Recommendation	Public Comments Submitted Via Gallery Walk	Public Workshop
ED: Build an Effective Department of Parks and Recreation	ED3: Facilitate and Support Effective Partnerships	A collaborative network of the various parks in a region is a must. State parks is clearly too insulated	San Rafael
ED: Build an Effective Department of Parks and Recreation	ED3: Facilitate and Support Effective Partnerships	Why not partner with local agriculture adjacent to parks to allow farmers to graze goats and sheep for fire prevention	San Rafael
ED: Build an Effective Department of Parks and Recreation	ED3: Facilitate and Support Effective Partnerships	Someone within parks needs to be the "champion" for partners and a single point of contact who's success and rewards are based on partners' success	San Rafael
ED: Build an Effective Department of Parks and Recreation	ED4: Align and Modernize Governance	Fix Cooperative Association program and clarify their roles, responsibilities, funds raised and used	Sacramento
ED: Build an Effective Department of Parks and Recreation	ED4: Align and Modernize Governance	Obstacles of being in a large bureaucracy need to be addressed. Parks will have trouble doing it alone.	Sacramento
ED: Build an Effective Department of Parks and Recreation	ED4: Align and Modernize Governance	Allow for management structure that is not driven by peace officers	Sacramento
ED: Build an Effective Department of Parks and Recreation	ED4: Align and Modernize Governance	There is an inability to sustain modernization because of the existing culture. Too much staff overhead and not enough feet on the ground.	Sacramento
ED: Build an Effective Department of Parks and Recreation	ED4: Align and Modernize Governance	Establish regional advisory committees to better connect state parks with community needs/desires	San Rafael
ED: Build an Effective Department of Parks and Recreation	ED4: Align and Modernize Governance	Select managers for individual state park based on the needs of that park. In some cases, that may be law enforcement. In others, it may be outreach and interpretation. In sensitive parks, someone with strong conservation background but little or no law enforcement background	San Rafael
ED: Build an Effective Department of Parks and Recreation	ED4: Align and Modernize Governance	Increase transparency and accountability	San Rafael
ED: Build an Effective Department of Parks and Recreation	ED5: Ensure Successful Implementation by Investing in Expertise and Providing Authority to Achieve Alignment and Modernization	Providing authority is paramount- all other changes are secondary	Sacramento
ED: Build an Effective Department of Parks and Recreation	ED5: Ensure Successful Implementation by Investing in Expertise and Providing Authority to Achieve Alignment and Modernization	The last two years have decimated decision-making and authority. Re-establish clear organizational structure and get good managers at top	Sacramento
ED: Build an Effective Department of Parks and Recreation	ED: General	Create a robust civil rights program including training employees on Title VI of the Civil Rights Act of 1964 and California Government code section 11135	Los Angeles

Topic	Recommendation	Public Comments Submitted Via Gallery Walk	Public Workshop
ED: Build an Effective Department of Parks and Recreation	ED: General	Strong support for splitting the enforcement people away from area supervisors, those in charge need broader focus- budget and people management	Los Angeles
ED: Build an Effective Department of Parks and Recreation	ED: General	Create more transparency of how money is spent and educate the public to help them understand	Los Angeles
ED: Build an Effective Department of Parks and Recreation	ED: General	SPPC- State Parks Partner Coalition is here to support parks forward to offer best practices and a unique local perspective on local control of state parks	Los Angeles
ED: Build an Effective Department of Parks and Recreation	ED: General	Consider in report plans for those facilities such as Dockweiler (sp?) and Will Rogers State Beach that are managed and 100% funded by the county of Los Angeles - transfer these facilities to the local agency?	Los Angeles
ED: Build an Effective Department of Parks and Recreation	ED: General	How will all of this be accountable?	Sacramento
ED: Build an Effective Department of Parks and Recreation	ED: General	Needs to clearly define standards and outcomes for partnership entities. Distinctions should be made for partnerships with public entities. Private non-profits and private profits.	Sacramento
ED: Build an Effective Department of Parks and Recreation	ED: General	Provide better capability and processes for department to assess feasibility of projects (both those to be performed internally and those contracted out)	Sacramento
ED: Build an Effective Department of Parks and Recreation	ED: General	Provide better management of contracts, contractors so the work is consistent with park's mission	Sacramento
ED: Build an Effective Department of Parks and Recreation	ED: General	Hire better executive staff who know what they are doing	Sacramento
ED: Build an Effective Department of Parks and Recreation	ED: General	A renewed emphasis is needed towards recruitment and retention of staff. Not only does the workforce not reflect the changing demographics of the state, the lack of a large applicant pool limits departmental candidate selection. Cultivating a future passionate, energized workforce is essential to infusing creativity and innovation into the agency. Programs similar to NPS's "play, learn, serve, work" are needed.	San Rafael
ED: Build an Effective Department of Parks and Recreation	ED: General	Many PFI recommendations have been made many times before. The department needs to figure out why the problems have not been solved in the past. Otherwise PFI will be another good study that gets nothing done.	San Rafael
ED: Build an Effective Department of Parks and Recreation	ED: General	Open meeting on what type of new leader the department should have	San Rafael

Topic	Recommendation	Public Comments Submitted Via Gallery Walk	Public Workshop
ED: Build an Effective Department of Parks and Recreation	ED: General	Unless the issue of civil service tenure is addressed, I suspect it will be impossible to achieve real change	San Rafael
ED: Build an Effective Department of Parks and Recreation	ED: General	It is critical to change the culture of the department. Today, to get anything done any one of a dozen or more people can say 'no', and the project is stymied. The culture needs to be streamlined and encourage 'yes'.	San Rafael
ED: Build an Effective Department of Parks and Recreation	ED: General	Do not defund on the spot monitoring of the resource.	San Rafael
ED: Build an Effective Department of Parks and Recreation	ED: General	How will recommendations address the future of parks that have been on closure list	San Rafael
ED: Build an Effective Department of Parks and Recreation	ED: General	What can be learned from director Jackson's departure that can inform this effort going forward?	San Rafael
ED: Build an Effective Department of Parks and Recreation	ED: General	Consider non-traditional parks such as providing park services and experience on private lands as was proposed on the Tejon ranch	San Rafael
ED: Build an Effective Department of Parks and Recreation	ED: General	What can the departure on General Jackson say for the obstacles that are frustrating DPR management?	San Rafael
EY: Engage Youth	EY1: Increase Outdoor Education and Recreation Opportunities	Transportation is a key. Have a better chance for kids to connect through transportation and discount options	Los Angeles
EY: Engage Youth	EY1: Increase Outdoor Education and Recreation Opportunities	Emphasize protection of wildlife species along with natural and cultural resources in youth education/training	Los Angeles
EY: Engage Youth	EY1: Increase Outdoor Education and Recreation Opportunities	The millennials have far fewer hang-ups than older generations about nudists. If there is a place to skinny dip and play their music they will return again and again	Los Angeles
EY: Engage Youth	EY1: Increase Outdoor Education and Recreation Opportunities	Increase public transportation to parks and within parks	Los Angeles
EY: Engage Youth	EY1: Increase Outdoor Education and Recreation Opportunities	In our communications and dealings with naturalist young people, they are much more apt to enjoy and utilize beaches and available beaches and parkland than be relegated to resorts	Los Angeles
EY: Engage Youth	EY1: Increase Outdoor Education and Recreation Opportunities	Like this portion. Engaging youth as early as possible has many benefits. Would like to see outdoor education programs statewide	Sacramento
EY: Engage Youth	EY1: Increase Outdoor Education and Recreation Opportunities	Match recreational offerings with future and youth interests by analysis of recreational trends	Sacramento
EY: Engage Youth	EY1: Increase Outdoor Education and Recreation Opportunities	In order to engage youth, parks has to defer activities that appeal to youth. Activities that may not be currency offered have to be considered	Sacramento

Topic	Recommendation	Public Comments Submitted Via Gallery Walk	Public Workshop
EY: Engage Youth	EY1: Increase Outdoor Education and Recreation Opportunities	Youth need to identify with what parks is offering. Recruiting and training youth through free educational programs. These training programs emphasize on empowerment of youth through identity and purpose	San Rafael
EY: Engage Youth	EY1: Increase Outdoor Education and Recreation Opportunities	Work with groups like the IMBA and NICA to provide suitable trails and opportunities to foster the growth of high school and recently middle school off-road cycling groups	San Rafael
EY: Engage Youth	EY1: Increase Outdoor Education and Recreation Opportunities	Involve CSU outdoor education programs	San Rafael
EY: Engage Youth	EY1: Increase Outdoor Education and Recreation Opportunities	Do not confuse the single agenda of IMBA with the need to provide recreational opportunities for young people; theirs is a single-purpose agenda!	San Rafael
EY: Engage Youth	EY1: Increase Outdoor Education and Recreation Opportunities	We need staff at parks for role models	San Rafael
EY: Engage Youth	EY1: Increase Outdoor Education and Recreation Opportunities	Work with non-profits, including CYO, YMCA, Boy and Girl Scouts, and provide for affordable day camps and overnight camps- also large companies could fund camps for employees' children	San Rafael
EY: Engage Youth	EY1: Increase Outdoor Education and Recreation Opportunities	More staffing in the state parks	San Rafael
EY: Engage Youth	EY1: Increase Outdoor Education and Recreation Opportunities	Affordable park pass based on a membership model	San Rafael
EY: Engage Youth	EY2: Recruit and Train Youth as Park Volunteers and Professionals	Half the battle is getting millennials to show up- they will volunteer if they feel they have a stake. Docents, clean-up, guides, etc.	Los Angeles
EY: Engage Youth	EY2: Recruit and Train Youth as Park Volunteers and Professionals	The youth who are now working in part-time jobs and those who are just getting out of high school are the preferred people for these jobs. Plus these will become a legacy that they will teach their kids and pass down	Los Angeles
EY: Engage Youth	EY2: Recruit and Train Youth as Park Volunteers and Professionals	Connecting with school system- mentor pathways	Sacramento
EY: Engage Youth	EY2: Recruit and Train Youth as Park Volunteers and Professionals	Create ranger-youth mentoring programs	Sacramento
EY: Engage Youth	EY2: Recruit and Train Youth as Park Volunteers and Professionals	Connect with all youth-serving organizations	Sacramento
EY: Engage Youth	EY2: Recruit and Train Youth as Park Volunteers and Professionals	Recruiting youth is great- but parks need on-ground staff to make it work. Many of our Marin state parks have little or no staff	San Rafael

Topic	Recommendation	Public Comments Submitted Via Gallery Walk	Public Workshop
EY: Engage Youth	EY2: Recruit and Train Youth as Park Volunteers and Professionals	More staffing in the state parks	San Rafael
EY: Engage Youth	EY2: Recruit and Train Youth as Park Volunteers and Professionals	Develop robust internship and paid job opportunities for youth who have demonstrated an interest in environmental stewardship. Collaborating with existing programs such as local corps can be great feeder to these positions	San Rafael
EY: Engage Youth	EY2: Recruit and Train Youth as Park Volunteers and Professionals	State Parks should lead a campaign for legislation to include environmental studies in public school systems. Because of climate change and sea level rise, it is critical that we teach our children the nature of the problem	San Rafael
EY: Engage Youth	EY2: Recruit and Train Youth as Park Volunteers and Professionals	Set up internship program. USFW uses these well at Sonoma Baylands	San Rafael
EY: Engage Youth	EY: General	Establish programs in partnership with early childhood education system/providers statewide	Sacramento
EY: Engage Youth	EY: General	Leverage technology both within parks and as a pathway to parks for youth (multimedia info on parks, electronic payments, experiencing and sharing)	San Rafael
EY: Engage Youth	EY: General	Recognize that social engagement and social media is key to many park audiences	San Rafael
EY: Engage Youth	EY: General	One great way to engage youth is through stewardship, educational programs	San Rafael
EY: Engage Youth	EY: General	Recognize that technology is key to engaging many important segments and especially youth. Provide better information about parks at all levels (local, regional, state)	San Rafael
HL: Promote Healthy Lifestyles and Communities	HL2: Create Partnerships with Healthcare Providers to Support Projects that Encourage Healthy Behaviors	Also partner with local related businesses to create group visits to parks (REI and sporting goods/lifestyle stores - local hospitals, mental health providers (stress reduction))	Los Angeles
HL: Promote Healthy Lifestyles and Communities	HL2: Create Partnerships with Healthcare Providers to Support Projects that Encourage Healthy Behaviors	Work with Cal Pan-Ethnic Health Network. Work with Latino Health Providers Section of CA Medical Association, other ethnic specialty associations	Sacramento
HL: Promote Healthy Lifestyles and Communities	HL2: Create Partnerships with Healthcare Providers to Support Projects that Encourage Healthy Behaviors	Promote the idea of insurance discounts to people who enroll in a parks use program, or purchase annual passes	Sacramento

Topic	Recommendation	Public Comments Submitted Via Gallery Walk	Public Workshop
HL: Promote Healthy Lifestyles and Communities	HL2: Create Partnerships with Healthcare Providers to Support Projects that Encourage Healthy Behaviors	Identify billing codes (obesity, cardiovascular health, etc.) to incentivize provider action or Rx for parks.	Sacramento
HL: Promote Healthy Lifestyles and Communities	HL2: Create Partnerships with Healthcare Providers to Support Projects that Encourage Healthy Behaviors	Return to goals of "prescriptive parks" for health and wellness.	Sacramento
HL: Promote Healthy Lifestyles and Communities	HL2: Create Partnerships with Healthcare Providers to Support Projects that Encourage Healthy Behaviors	Doable! Messaging is here but support the stories, the collaborations- Latino Coalition for Healthy CA	Sacramento
HL: Promote Healthy Lifestyles and Communities	HL2: Create Partnerships with Healthcare Providers to Support Projects that Encourage Healthy Behaviors	Please do not partner with IMBA in the name of "healthy lifestyle!" They are interested in their own agenda of increasing mountain bike access, nothing more, but will use "healthy" as leverage	San Rafael
HL: Promote Healthy Lifestyles and Communities	HL2: Create Partnerships with Healthcare Providers to Support Projects that Encourage Healthy Behaviors	Dog-walking, hiking promotes healthy lifestyles, especially with children and families	San Rafael
HL: Promote Healthy Lifestyles and Communities	HL3: Collaborate with Local, Regional, and National Parks to Address Health Conditions, Public Health Issues, and Health Disparities	Work with the public school system to build a physical/environmental education program, providing transportation and docent educators	San Rafael
HL: Promote Healthy Lifestyles and Communities	HL3: Collaborate with Local, Regional, and National Parks to Address Health Conditions, Public Health Issues, and Health Disparities	Have bicycle groups for youth, sponsor and train and teach routes to parks, from park to park	San Rafael
HL: Promote Healthy Lifestyles and Communities	HL4: Expand Healthy Food Options in Parks	Working with local farms and restaurants this is local to the area to provide this	Los Angeles
HL: Promote Healthy Lifestyles and Communities	HL4: Expand Healthy Food Options in Parks	Allow community gardens in parks where appropriate (Candlestick, LA SHP, Sutters Fort, etc.)	Sacramento
HL: Promote Healthy Lifestyles and Communities	HL4: Expand Healthy Food Options in Parks	Healthy Foods Initiative of Concessions takes steps to achieve but it's the demands of the public that override. If McDonalds can do it, so can parks	Sacramento
HL: Promote Healthy Lifestyles and Communities	HL: General	Ensure that all communities, especially low-income communities have access to parks. Consider a transit to trails program to get people to parks	Los Angeles

Topic	Recommendation	Public Comments Submitted Via Gallery Walk	Public Workshop
HL: Promote Healthy Lifestyles and Communities	HL: General	Work with transportation agency or non-profits on how to get local, easy, affordable access to parks (not just relying on cars). How does a family get to a park if they are dependent on public transportation?	Los Angeles
HL: Promote Healthy Lifestyles and Communities	HL: General	Re-establish meaningful marketing program in parks and districts to brand and promote parks as a solution	Sacramento
HL: Promote Healthy Lifestyles and Communities	HL: General	Permit activities like "fun runs" and bike races in historic parks which have back country access	San Rafael
HL: Promote Healthy Lifestyles and Communities	HL: General	Remember that urban parks are an important gateway to park use and appreciation, encourage health classes, walks, etc.	San Rafael
IA: Improve Access for All Californians	IA1: Expand Access to Parks in Underserved and Urban Areas	Need to reverse the parks present adversarial actions to engage and allow clothing-optional designated areas within the beaches and parks	Los Angeles
IA: Improve Access for All Californians	IA1: Expand Access to Parks in Underserved and Urban Areas	Collect race/ethnicity data to understand who is using state parks and create a plan to ensure all people are served. DO this as part of a robust civil rights program	Los Angeles
IA: Improve Access for All Californians	IA1: Expand Access to Parks in Underserved and Urban Areas	We support this and suggest low-income entrance fee or pass	Sacramento
IA: Improve Access for All Californians	IA1: Expand Access to Parks in Underserved and Urban Areas	Expand access and increasing entrance fees are counterproductive. People with less income should not need to meet a means test, or go through an agency, to get reduced rates. They should feel they have an equal access (free days, celebrations)	San Rafael
IA: Improve Access for All Californians	IA1: Expand Access to Parks in Underserved and Urban Areas	Reduce fees for low-income residents	San Rafael
IA: Improve Access for All Californians	IA1: Expand Access to Parks in Underserved and Urban Areas	Higher fee for out-of-state visitors	San Rafael
IA: Improve Access for All Californians	IA1: Expand Access to Parks in Underserved and Urban Areas	Recognize the importance of urban parks as key to building a relationship with all out parks and open areas. State parks needs to be committed to an urban strategy	San Rafael
IA: Improve Access for All Californians	IA1: Expand Access to Parks in Underserved and Urban Areas	Parks seems to have underplayed urban parks. State parks needs to help build the capacity of local and regional parks	San Rafael
IA: Improve Access for All Californians	IA2: Remove Transportation Obstacles Impeding Broader Access to Parks	Have you studied the Portland, Oregon tri-Metro transportation system, to enable people to get to trailheads	Los Angeles
IA: Improve Access for All Californians	IA2: Remove Transportation Obstacles	Create day trips w/ group activities, as well as busses/trains	Los Angeles

Topic	Recommendation	Public Comments Submitted Via Gallery Walk	Public Workshop
IA: Improve Access for All Californians	IA2: Remove Transportation Obstacles	Have shuttles transport community members to state parks	Los Angeles
IA: Improve Access for All Californians	IA2: Remove Transportation Obstacles Impeding Broader Access to Parks	Identify shared transportation options among variety of park agencies in a given area	Sacramento
IA: Improve Access for All Californians	IA2: Remove Transportation Obstacles Impeding Broader Access to Parks	Work with sustainability community elements	Sacramento
IA: Improve Access for All Californians	IA2: Remove Transportation Obstacles Impeding Broader Access to Parks	Public transportation to parks, outreach and educated tours for youth	San Rafael
IA: Improve Access for All Californians	IA2: Remove Transportation Obstacles Impeding Broader Access to Parks	Solicit partnerships to support programs that will enable schools to afford to bus students to parks	San Rafael
IA: Improve Access for All Californians	IA3: Support an Integrated Network of Local, Regional, State, and Federal Park Lands for Park Users	Create and develop a network mapping local, regional, state and federal parks (not only state parks). For most people, they see a park as a place to recreate and does not distinguish the jurisdictional boundaries	Los Angeles
IA: Improve Access for All Californians	IA3: Support an Integrated Network of Local, Regional, State, and Federal Park Lands for Park Users	Allow more multi-use trails to be built and re-designate trails no longer used by the used group it was allocated to use	Sacramento
IA: Improve Access for All Californians	IA3: Support an Integrated Network of Local, Regional, State, and Federal Park Lands for Park Users	Allow agriculture to utilize grasses and pastures in park lands	San Rafael
IA: Improve Access for All Californians	IA3: Support an Integrated Network of Local, Regional, State, and Federal Park Lands for Park Users	Affordable park pass based on a membership model	San Rafael
IA: Improve Access for All Californians	IA3: Support an Integrated Network of Local, Regional, State, and Federal Park Lands for Park Users	State parks and other agencies need to take a landscape-level look at land holdings and develop integrated resource protection and public use and enjoyment	San Rafael
IA: Improve Access for All Californians	IA4: Create Digital Tools, in Spanish and English, to Promote and Facilitate Parks Use	have regulations and policies to ensure limited English populations are served (not only Spanish); do this as part of a robust civil rights program	Los Angeles
IA: Improve Access for All Californians	IA4: Create Digital Tools, in Spanish and English, to Promote and Facilitate Parks Use	Look for not just bi-cultural but ambi-cultural; can provide for cultural backgrounds in community and conservation. Also- hire staff!	Sacramento

Topic	Recommendation	Public Comments Submitted Via Gallery Walk	Public Workshop
IA: Improve Access for All Californians	IA4: Create Digital Tools, in Spanish and English, to Promote and Facilitate Parks Use	Provide public wifi where networking has already been installed for staff use	San Rafael
IA: Improve Access for All Californians	IA4: Create Digital Tools, in Spanish and English, to Promote and Facilitate Parks Use	develop tools that focus on all parks, people don't generally distinguish between local, regional, state, or national parks	San Rafael
IA: Improve Access for All Californians	IA4: Create Digital Tools, in Spanish and English, to Promote and Facilitate Parks Use	Embrace technology as an important way for visitors to learn about and experience parks, use social media to engage park uses	San Rafael
IA: Improve Access for All Californians	IA5: Increase the Number and Variety of Overnight Accommodations	This could be huge for alternative revenue, but it will require the full backing of DPR	Los Angeles
IA: Improve Access for All Californians	IA5: Increase the Number and Variety of Overnight Accommodations	Strive to diversify accommodations to match demographics in appropriate areas. Give a visitor a variety of options within reasons.	Sacramento
IA: Improve Access for All Californians	IA5: Increase the Number and Variety of Overnight Accommodations	Strong concern about the broad call for 'rustic cabins' (as well as generally more overnight accommodations) built out in parks. We have more than enough temporary lodging	San Rafael
IA: Improve Access for All Californians	IA: General	Create funding model to allow for overnight accommodations to be established with revenue and business operations (see Arkansas) done in parks, not by concession.	Sacramento
IA: Improve Access for All Californians	IA: General	Where does "having fun" fit in the equation? The goals are all noble and good, but will they attract a diversity of likes, opinions, people, and activities?	Sacramento
IA: Improve Access for All Californians	IA: General	DPR to convene other relevant state agencies with overlap with target populations, i.e. DSS, DHS, CA Dept. of Edu., CA Mental Health Agency	Sacramento
IA: Improve Access for All Californians	IA: General	Assess other obstacles that prevent parks from being inviting. Ex: parks with no general plan, signs, trail markers.	Sacramento
IA: Improve Access for All Californians	IA: General	Utilize park areas in time of drought for livestock grazing	San Rafael
IA: Improve Access for All Californians	IA: General	A greater emphasis on marketing opportunity is needed within the report. Partnering w/ Visit California would be highly beneficial. A HQ marketing staff is needed to help districts reach larger market distribution and to provide tools to reach a variety of new target audiences. Developing a rapid-response marketing capability could provide quickness advantage.	San Rafael

Topic	Recommendation	Public Comments Submitted Via Gallery Walk	Public Workshop
IA: Improve Access for All Californians	IA: General	All Californians, including those with dogs, should be allowed access to state parks	San Rafael
NO: Create New Organization to Support Parks	NO1: Strategic Planning and Coordination	Develop regular strategic planning. Not top down "directors' action plan" but something more meaningful and sophisticated	Sacramento
NO: Create New Organization to Support Parks	NO1: Strategic Planning and Coordination	Reinforce DPR role is traditional strategic planning, i.e. res. Mgmt. plans, CEQA compliance, cult. Preservation best practices	Sacramento
NO: Create New Organization to Support Parks	NO1: Strategic Planning and Coordination	W/ solid DPR involvement, involve broader array of partners in system-wide program planning (without expectation of direct DPR delivery programs)	Sacramento
NO: Create New Organization to Support Parks	NO1: Strategic Planning and Coordination	Clarity of sales/responsibility relationship between new entity and state parks is critical to success	San Rafael
NO: Create New Organization to Support Parks	NO1: Strategic Planning and Coordination	How much of the creation of this new entity begs the question of what need to happen at agency at state level?	San Rafael
NO: Create New Organization to Support Parks	NO1: Strategic Planning and Coordination	The cooperating associations have been bringing new ideas for ages, maintenance, programming, and revenue generation to the table over the years and more recently at those parks being kept alive through operating agreements.	San Rafael
NO: Create New Organization to Support Parks	NO1: Strategic Planning and Coordination	Please explain more fully how the California State Parks foundation might interface with, and relate to, the proposed support entity. Is there potential for redundancy and overlap?	San Rafael
NO: Create New Organization to Support Parks	NO2: Enterprise Functions	Create a new tool to encourage investment capital. Concessions, leases and non-profit coop. agree. are not suitable	Sacramento
NO: Create New Organization to Support Parks	NO2: Enterprise Functions	Close current loopholes in concession agreement approvals. Give priority to local businesses for concessions (if locally possible)	Sacramento
NO: Create New Organization to Support Parks	NO2: Enterprise Functions	Functions: 1) Why not strengthen DPR with advisory group rather than the cost of a new entity. 2) Is the entity supposed to be a forever agency funded by the state or a time-limited advisory group. 3) Functions need to take into consideration what is already working- CSP/non-profit partnerships, funding by Cal Parks Foundation	San Rafael

Topic	Recommendation	Public Comments Submitted Via Gallery Walk	Public Workshop
NO: Create New Organization to Support Parks	NO2: Enterprise Functions	Work with farm bureau and other agricultural associations to have goats, cows, sheep to eat down grass and bring back natural native grasses	San Rafael
NO: Create New Organization to Support Parks	NO2: Enterprise Functions	Re-establish trust with the public and associations. "Partnerships" is not a buzz word it is a model for the future, needs mutual respect of both parties, not just lip service	San Rafael
NO: Create New Organization to Support Parks	NO3: Fundraising and Financing Solutions	Explore multiple mechanisms on top of one foundational, sustainable source of funding	Los Angeles
NO: Create New Organization to Support Parks	NO3: Fundraising and Financing Solutions	Create safeguards to implement and then benefit from perm restricted endowment/investments	Sacramento
NO: Create New Organization to Support Parks	NO3: Fundraising and Financing Solutions	An affordable well-marketed park pass system could provide increased revenues, public support (members)	San Rafael
NO: Create New Organization to Support Parks	NO3: Fundraising and Financing Solutions	Public land need to be funded by the public. State budget needs to include steady income source for the parks.	San Rafael
NO: Create New Organization to Support Parks	NO3: Fundraising and Financing Solutions	Parks would benefit from both private and public funding. Private funding remains largely untapped at this point. Public- we need a non-bond funding measure	San Rafael
NO: Create New Organization to Support Parks	NO4: Communications, Marketing, and Digital Information and Tools	A lot of great work is being done in this area by existing organizations, including CA State Parks Foundation. Building on this rather than duplicating the efforts would be a better cause to take	Los Angeles
NO: Create New Organization to Support Parks	NO4: Communications, Marketing, and Digital Information and Tools	A new organization to market the parks forward initiative via social media to raise awareness (Facebook, Twitter, Instagram). A vast range of audience can be reached using strategic and savvy digital marketing	Los Angeles
NO: Create New Organization to Support Parks	NO4: Communications, Marketing, and Digital Information and Tools	Use the expertise of existing DPR partners i.e. Park Foundation, park businesses (concessions) to develop and implement marketing plans	Sacramento
NO: Create New Organization to Support Parks	NO4: Communications, Marketing, and Digital Information and Tools	Large statewide marketing effect of early 2000s was ended by field staff. Field staff needs to be educated and evaluated on their ability for effective outreach and marketing	Sacramento
NO: Create New Organization to Support Parks	NO4: Communications, Marketing, and Digital Information and Tools	Re-establish meaningful sophisticated marketing of parks	Sacramento
NO: Create New Organization to Support Parks	NO4: Communications, Marketing, and Digital Information and Tools	Focus on developing a strong social media strategy and tools to engage with park users	San Rafael
NO: Create New Organization to Support Parks	NO4: Communications, Marketing, and Digital Information and Tools	develop tools that allow a user to seamlessly get information about all parks in their location (Local, regional, state, and national)	San Rafael

Topic	Recommendation	Public Comments Submitted Via Gallery Walk	Public Workshop
NO: Create New Organization to Support Parks	NO4: Communications, Marketing, and Digital Information and Tools	Advertise in Spanish: "Mi parque es su parque"	San Rafael
NO: Create New Organization to Support Parks	NO4: Communications, Marketing, and Digital Information and Tools	Work with Open Street Maps community to develop and update maps for state parks. In some cases these maps already exist	San Rafael
NO: Create New Organization to Support Parks	NO4: Communications, Marketing, and Digital Information and Tools	Work with Wiki community to provide educational material, which in some cases may already exist	San Rafael
NO: Create New Organization to Support Parks	NO5: Land Acquisition	Add focus on lands with rich wildlife species; ensure there are funds for acquisition and stewardship	Los Angeles
NO: Create New Organization to Support Parks	NO5: Land Acquisition	No more acquisitions until current parks are funded	Sacramento
NO: Create New Organization to Support Parks	NO5: Land Acquisition	Improve the parks land acquisition process, perhaps having WCB manage and complete acquisitions	San Rafael
NO: Create New Organization to Support Parks	NO5: Land Acquisition	You have bitten off as much as you can chew	San Rafael
NO: Create New Organization to Support Parks	NO5: Land Acquisition	Do not agree that the responsibilities of "supporting" should encroach on those of department staff, who are responsible for fulfilling legislative and policy mandates	San Rafael
NO: Create New Organization to Support Parks	NO5: Land Acquisition	Acquire no more land until you can take care of current parks	San Rafael
NO: Create New Organization to Support Parks	NO5: Land Acquisition	Work with organizations such as Sonoma Land Trust, Peninsula Open Space Trust, Landpaths, who are already acquiring land and easement for public and conservation use	San Rafael
NO: Create New Organization to Support Parks	NO6: Organizational Capacity and Effectiveness	Engage local clothing-optional beach groups to help monitor the beaches and clean-up designated areas	Los Angeles
NO: Create New Organization to Support Parks	NO6: Organizational Capacity and Effectiveness	Don't duplicate efforts of already existing non-profit organizations who are already performing the functions mentioned in the draft report - such as the CSPF	Los Angeles
NO: Create New Organization to Support Parks	NO6: Organizational Capacity and Effectiveness	As the draft report states, DPR needs to think differently and embrace new business models. One suggestion is to work more closely with CSPF and other organizations that already do some of the functions described for the new support entity	Los Angeles
NO: Create New Organization to Support Parks	NO6: Organizational Capacity and Effectiveness	Hire or contract with businesses or consultants who have expertise in business practices that are successful in public parks	Sacramento
NO: Create New Organization to Support Parks	NO6: Organizational Capacity and Effectiveness	Historic buildings should become a separate entity. Existing system is letting building deteriorate by benign neglect, need more focused efforts	San Rafael

Topic	Recommendation	Public Comments Submitted Via Gallery Walk	Public Workshop
NO: Create New Organization to Support Parks	NO6: Organizational Capacity and Effectiveness	The concept of a support entity is good - as long as this entity is in step with park and intrinsic values. We run the risk of outside groups operating parks beyond their intended purposes (e.g., special events)	San Rafael
NO: Create New Organization to Support Parks	NO: General	Hire more state employees with training and work experience in visitor serving businesses	Sacramento
NO: Create New Organization to Support Parks	NO: General	A new organization is desperately needed because of the bias of existing organization	Sacramento
NO: Create New Organization to Support Parks	NO: General	Lack of sound reasoning behind the needs for this organization. Will create unnecessary level of bureaucracy that has little or no public accountability	Sacramento
NO: Create New Organization to Support Parks	NO: General	The charge of this support organization needs a lot of refinement - it appears at this point to be a hydra-headed monster, whereas, in a more limited capacity, it could be enormously helpful in assisting local associations	San Rafael
NO: Create New Organization to Support Parks	NO: General	We are being assured that duplication of efforts with nonprofit partners will not happen. Besides the CSPF, the California League of Parks Association needs to be at the table. They can help generate impact from the 80+ cooperative associations statewide that provide significant support for the parks	San Rafael
NO: Create New Organization to Support Parks	NO: General	The partnerships/non-profit cooperating associations are critical to moving forward. There are 88 of us, carrying out the full range of activities, from ee to operations and programming	San Rafael
NO: Create New Organization to Support Parks	NO: General	Perhaps the most problematic of the PFI recommendations. Defining the specific interaction of the support entity and its role as it relates to both California State Park and Rec commission appear to foreshadow conflict - considering the leadership of the California State Park system changes with the mindset and priorities of each new governor	San Rafael
PR: Protect Natural and Cultural Resources	PR1: Develop Partnerships to Improve Natural Resource Management and Address Climate Change Impacts	Incorporating the effects of climate change is vital in any plan to manage and protect state parks	Los Angeles

Topic	Recommendation	Public Comments Submitted Via Gallery Walk	Public Workshop
PR: Protect Natural and Cultural Resources	PR1: Develop Partnerships to Improve Natural Resource Management and Address Climate Change Impacts	Complete due diligence for partnerships to ensure the right collaborations are created (management and conservation plans)	Los Angeles
PR: Protect Natural and Cultural Resources	PR1: Develop Partnerships to Improve Natural Resource Management and Address Climate Change Impacts	Educate the public about the impact and role/value of state parks	Los Angeles
PR: Protect Natural and Cultural Resources	PR1: Develop Partnerships to Improve Natural Resource Management and Address Climate Change Impacts	Partnerships need to be carefully defined and ecological management needs to be based on clear expectations, outcomes, and science-based	Sacramento
PR: Protect Natural and Cultural Resources	PR1: Develop Partnerships to Improve Natural Resource Management and Address Climate Change Impacts	Use universities to assist with basis for general plan analysis and preparation	Sacramento
PR: Protect Natural and Cultural Resources	PR1: Develop Partnerships to Improve Natural Resource Management and Address Climate Change Impacts	Engage with universities for research, assessments, analysis. Cooperate with obtaining grants for this purpose.	Sacramento
PR: Protect Natural and Cultural Resources	PR1: Develop Partnerships to Improve Natural Resource Management and Address Climate Change Impacts	Develop a system-wide climate change plan	Sacramento
PR: Protect Natural and Cultural Resources	PR1: Develop Partnerships to Improve Natural Resource Management and Address Climate Change Impacts	Allow farming vouchers to graze down grass	San Rafael
PR: Protect Natural and Cultural Resources	PR1: Develop Partnerships to Improve Natural Resource Management and Address Climate Change Impacts	Partner with Cattlemen's Association and Farm Bureau to allow some grazing on park lands in drought	San Rafael
PR: Protect Natural and Cultural Resources	PR1: Develop Partnerships to Improve Natural Resource Management and Address Climate Change Impacts	Collaborate with local and state corps to steward park lands and engage participating youth in climate adaptation projects	San Rafael

Topic	Recommendation	Public Comments Submitted Via Gallery Walk	Public Workshop
PR: Protect Natural and Cultural Resources	PR1: Develop Partnerships to Improve Natural Resource Management and Address Climate Change Impacts	Offer youth programs that educate on climate change and hands-on /outdoor/ field activities on how to help	San Rafael
PR: Protect Natural and Cultural Resources	PR1: Develop Partnerships to Improve Natural Resource Management and Address Climate Change Impacts	Tamalpais Lands Conservancy (TLC) is bringing together parks, open space in Marin. This should be encouraged, great coordination	San Rafael
PR: Protect Natural and Cultural Resources	PR1: Develop Partnerships to Improve Natural Resource Management and Address Climate Change Impacts	Engage California Native Plant Society, local Audubon, etc. in volunteer assistance	San Rafael
PR: Protect Natural and Cultural Resources	PR2: Implement Preservation and Community Partnerships to Protect and Restore Cultural Sites and Encourage Adaptive Reuse Where Appropriate	Ensure protection of species of wildlife and natural resources	Los Angeles
PR: Protect Natural and Cultural Resources	PR2: Implement Preservation and Community Partnerships to Protect and Restore Cultural Sites and Encourage Adaptive Reuse Where Appropriate	The naturalist community is vast and underused in California. We are ready to help. Just get over your stigma because we have!	Los Angeles
PR: Protect Natural and Cultural Resources	PR2: Implement Preservation and Community Partnerships to Protect and Restore Cultural Sites and Encourage Adaptive Reuse Where Appropriate	Encourage pack out or trash with bag stations and more accessible trash bins (sometimes the bins are a long way from the place where people dump their trash)	Los Angeles
PR: Protect Natural and Cultural Resources	PR2: Implement Preservation and Community Partnerships to Protect and Restore Cultural Sites and Encourage Adaptive Reuse Where Appropriate	Perform an assessment and evaluation of all historic buildings (3200) in Parks to determine highest and best use of each and cost to rehab	Sacramento
PR: Protect Natural and Cultural Resources	PR2: Implement Preservation and Community Partnerships to Protect and Restore Cultural Sites and Encourage Adaptive Reuse Where Appropriate	Create an infrastructure support entity investment strategy, legislative authority to encourage this	Sacramento

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PR: Protect Natural and Cultural Resources	PR2: Implement Preservation and Community Partnerships to Protect and Restore Cultural Sites and Encourage Adaptive Reuse Where Appropriate	Come up with a more descriptive term than "adaptive use". This term is not correct. Most of Parks' buildings (historic) are being adaptively used now.	Sacramento
PR: Protect Natural and Cultural Resources	PR2: Implement Preservation and Community Partnerships to Protect and Restore Cultural Sites and Encourage Adaptive Reuse Where Appropriate	Fully engage existing partners not just for o & e but the higher cause of preservation and appropriate utilization	Sacramento
PR: Protect Natural and Cultural Resources	PR2: Implement Preservation and Community Partnerships to Protect and Restore Cultural Sites and Encourage Adaptive Reuse Where Appropriate	Encourage greater tribal involvement	Sacramento
PR: Protect Natural and Cultural Resources	PR2: Implement Preservation and Community Partnerships to Protect and Restore Cultural Sites and Encourage Adaptive Reuse Where Appropriate	Marin models: look at working models that have been effective, such as GGNRA parks conservancy; also newly formed Tamalpais Lands Conservancy, which will bring four parties (NPS, State Park, county parks, water district) to collaborate on research projects	San Rafael
PR: Protect Natural and Cultural Resources	PR2: Implement Preservation and Community Partnerships to Protect and Restore Cultural Sites and Encourage Adaptive Reuse Where Appropriate	Grazing for domestic animals would be good use of grasses	San Rafael
PR: Protect Natural and Cultural Resources	PR2: Implement Preservation and Community Partnerships to Protect and Restore Cultural Sites and Encourage Adaptive Reuse Where Appropriate	Essential to have trained park personnel first- to oversee, train and encourage community partnership.	San Rafael
PR: Protect Natural and Cultural Resources	PR2: Implement Preservation and Community Partnerships to Protect and Restore Cultural Sites and Encourage Adaptive Reuse Where Appropriate	Historic buildings should become a separate agency. State parks management has lacked focus, poorly managed and buildings fall apart by benign neglect or bureaucratic ineptitude	San Rafael
PR: Protect Natural and Cultural Resources	PR2: Implement Preservation and Community Partnerships to Protect and Restore Cultural Sites and Encourage Adaptive Reuse Where Appropriate	Offer multicultural interpretation: connect with community by collecting stories/ interpretation of different natural resources (river, water, land, trees, forest animals, butterflies), offer cultural education of these various parts/ interpretations	San Rafael

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PR: Protect Natural and Cultural Resources	PR2: Implement Preservation and Community Partnerships to Protect and Restore Cultural Sites and Encourage Adaptive Reuse Where Appropriate	Better community notification!	San Rafael
PR: Protect Natural and Cultural Resources	PR2: Implement Preservation and Community Partnerships to Protect and Restore Cultural Sites and Encourage Adaptive Reuse Where Appropriate	Austin Creek SRA has a great partnership working to restore Pond Farm Pottery- an international cultural site. We need a more streamlined process for accomplishing partnership goals with state parks - consistent DPR staff changes hamper the process	San Rafael
PR: Protect Natural and Cultural Resources	PR: General	At what cost is the protection? What would be the return on investment? How much is enough? Will this hamper access?	Sacramento
PR: Protect Natural and Cultural Resources	PR: General	Provide visible measurements of implementation of park unit general plans- both schedule and effectiveness	Sacramento
PR: Protect Natural and Cultural Resources	PR: General	Prepare/update general plans for all park units	Sacramento
PR: Protect Natural and Cultural Resources	PR: General	Request internal and external input on pending park projects where plan is inconsistent with addressing climate change	Sacramento
PR: Protect Natural and Cultural Resources	PR: General	Basic business practices can be implemented immediately. Emphasis on combining best practices from parks' historic districts, etc. should all be looked at.	Sacramento
PR: Protect Natural and Cultural Resources	PR: General	Assess parks where resources are currently threatened and take action to address decisions, procedures, policies that are the root cause	Sacramento
PR: Protect Natural and Cultural Resources	PR: General	Create a culture of stewardship by park visitors through ecotourism activities and education	Sacramento
PR: Protect Natural and Cultural Resources	PR: General	Need to overtly promote conservation and acknowledge that wild cards need to stay wild. Access to wild cards are appropriate but again, they need to stay wild as diverse species and ecological systems depend on them.	Sacramento
PR: Protect Natural and Cultural Resources	PR: General	Consider a conservancy model for all historic properties in parks. With funding mechanism and ability to properly approve historic preservation	Sacramento

Topic	Recommendation	Public Comments Submitted Via Gallery Walk	Public Workshop
PR: Protect Natural and Cultural Resources	PR: General	Why is it necessary to do pilot projects. The problem is that a good foundation that has not been built to create a sustainable program. First you need to find funding to evaluate what you've got. What is the condition of each property. Second, what is highest and best use of each property, what is real cost of rehab. Third, then prioritize which projects to move forward. When the model of funding and investment exists to ensure success.	Sacramento
PR: Protect Natural and Cultural Resources	PR: General	Encourage grazing of cattle to promote healthy pastures	San Rafael
PR: Protect Natural and Cultural Resources	PR: General	Ensure that parks that feature particularly sensitive resources but may be low in fee-revenues, are subsidized by other recreation-based parks	San Rafael
PR: Protect Natural and Cultural Resources	PR: General	Perhaps certain historical buildings need not be part of SP system, could be returned to local government, non-profits	San Rafael
PR: Protect Natural and Cultural Resources	PR: General	Engage organizations that can help w/ using citizen-science in our parks. Use crowd-source tools like eBird to gather information on use by people (Instagram, twitter, facebook) and nature resources (eBird)	San Rafael
PR: Protect Natural and Cultural Resources	PR: General	One consistent, sustainable source of funding along with multiple mechanisms of funding (explored)	Los Angeles
SF: Secure predictable, stable sources of public funding for local, regional and State Parks.	SF: General	Promote stewardship and additional funding from eco-tourism mindset and activities	Sacramento
SF: Secure predictable, stable sources of public funding for local, regional and State Parks.	SF: General	Secure funding is essential to keep from encountering the problem of the last few years. Trying a ballot measure again - with slightly lower expectations (for auto registration)	San Rafael
SF: Secure predictable, stable sources of public funding for local, regional and State Parks.	SF: General	Provide budget to continue match funds for volunteer hours and donated expenses; keep most, if not all, resources generated locally at the park or sector level	San Rafael
SF: Secure predictable, stable sources of public funding for local, regional and State Parks.	SF: General	The parks department needs to find new ways to increase revenue beyond just increasing dependence on public funds or user fees; capture new fees through expanded methods of payment; leverage public/private partnership such as Google maps.	San Rafael

Topic	Recommendation	Public Comments Submitted Via Gallery Walk	Public Workshop
SF: Secure predictable, stable sources of public funding for local, regional and State Parks.	SF: General	Optional funding sources; another initiative to add a fee to auto regulation or licenses; institute mountain bike licensing, voluntary contribution on tax forms, focus on parking fees, too much is not being collected currently	San Rafael
SF: Secure predictable, stable sources of public funding for local, regional and State Parks.	SF: General	The draft thankfully downplays the concept of "public/private" partnerships as a source of funding. Commercial entities (concessions, joint use, etc.) rarely improve the state parks service	San Rafael
SF: Secure predictable, stable sources of public funding for local, regional and State Parks.	SF: General	Work with the California State Parks Foundation!	San Rafael
SF: Secure predictable, stable sources of public funding for local, regional and State Parks.	SF: General	Ballot initiative needed to provide passes to all residents paid through income tax with universal participation, passes could be \$20 or less, a good campaign could make this happen	San Rafael
SF: Secure predictable, stable sources of public funding for local, regional and State Parks.	SF: General	Prop 21 was a great idea, needs more of a campaign supported by the legislature	San Rafael
SF: Secure predictable, stable sources of public funding for local, regional and State Parks.	SF: General	Identify a non-bond funding stream; consider ensuring that funding supports all parks and not just state parks; ensure that urban parks that receive a high level of use receive a proportional share	San Rafael
SF: Secure predictable, stable sources of public funding for local, regional and State Parks.	SF: General	Several states have programs where drivers may purchase park passes when they renew licenses and registration. A registration sticker is issued with a "P" for park entrance	San Rafael
SF: Secure predictable, stable sources of public funding for local, regional and State Parks.	SF: General	Work with the community to develop trails specific to cycling. Mountain bikers will spend a lot of money to ride bike-specific trails. Work with the IMBA to create free zones that allow mountain biking for a fee/day or yearly pass; cycling is growing at a very rapid rate.	San Rafael
SF: Secure predictable, stable sources of public funding for local, regional and State Parks.	SF: General	Access to state parks for a fee to dog owners could secure funding	San Rafael
SF: Secure predictable, stable sources of public funding for local, regional and State Parks.	SF: General	Let non-profits run more parks	San Rafael
SF: Secure predictable, stable sources of public funding for local, regional and State Parks.	SF: General	Funding for acquisition and stewardship (not only connected to user fees)	Los Angeles

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SF: Secure predictable, stable sources of public funding for local, regional and State Parks.	SF: General	State Park funding needs to be removed from income tax to avoid economic ups and downs. In a perfect world you would return Prop 13 to split roll between business and homeowners so the projected revenues are more stable but good luck with that politically!	Los Angeles
SF: Secure predictable, stable sources of public funding for local, regional and State Parks.	SF: General	Realizing efforts are underway - a more official/modern means of fee collection key. Not the answer to long-term funding but will help	Los Angeles
SF: Secure predictable, stable sources of public funding for local, regional and State Parks.	SF: General	Embrace and partner with outside organizations to help with their initiative	Los Angeles
SF: Secure predictable, stable sources of public funding for local, regional and State Parks.	SF: General	Develop new division of (strategic) partnerships that would have authority and responsibility to streamline decisions for local government, non-profit concessionaire partners	Sacramento
SF: Secure predictable, stable sources of public funding for local, regional and State Parks.	SF: General	Partner with universities to obtain funding for technical studies important to park management and protection of resources	Sacramento
SF: Secure predictable, stable sources of public funding for local, regional and State Parks.	SF: General	Connect with other park systems to fund all "collaboratives" - as well as with fields of education and health	Sacramento
SF: Secure predictable, stable sources of public funding for local, regional and State Parks.	SF: General	Create a "rainy day" fund specific to state parks. Legislative approval needed to appropriate.	Sacramento
SF: Secure predictable, stable sources of public funding for local, regional and State Parks.	SF: General	Needs more details on funding sources and thorough analysis of pros and cons. Should include more stable funding sources such as bond measures or new tax-generated revenue.	Sacramento
SF: Secure predictable, stable sources of public funding for local, regional and State Parks.	SF: General	Need more details on funding sources and thorough analysis of pros and cons. Should include more stable funding sources such as bond measures or new tax-generated revenue	Sacramento
SF: Secure predictable, stable sources of public funding for local, regional and State Parks.	SF: General	Need to clarify total funding needs, for DPR specifically, for programs/services delineated by others, for new/acquisition needs	Sacramento
SF: Secure predictable, stable sources of public funding for local, regional and State Parks.	SF: General	The public will be more likely to support funding if more options are available for recreation	Sacramento