

SONOMA COUNTY REGIONAL PARKS



ORGANIZATIONAL GOALS

- Champion and demonstrate the value of parks for all
- Inspire and foster community health and wellness
- Be excellent stewards of natural and cultural resources
- Create and maintain a safe, high-quality park system

LANGUAGE AND DEFINITIONS:

Three-year Strategic Plan Goals: Choices about the organization's priorities

Strategic Priorities: Strategies for achieving goals

Metrics: Measurements of progress

Tactics: How we will accomplish priorities

VISION

Sonoma County's parks and trails are core to the health and wellness of individuals, families and communities. Our parks and programs inspire people and provide opportunities for them to connect mind, body and spirit. Sonoma County Regional Parks is a model organization passionately protecting land, stewarding natural and cultural resources and providing public access to the outdoors.

MISSION

Regional Parks preserves irreplaceable natural and cultural resources and offers opportunities for recreation and education that enhance the quality of life and well-being of Sonoma County's residents and visitors.

VALUES

Innovation, equity, inclusion, sustainability, accessibility, accountability

TRENDS

Sonoma County Regional Parks is taking stock of broader trends affecting our region. We recognize the escalating climate crisis, including more frequent and severe floods, fires, extreme heat, smoke and drought. We see the advent of technologies such as electric bikes. We are cognizant of the gaps between our richest and poorest residents, the increased cost of living and the potential for an economic recession. We think about how our trail system connects to public transportation. We embrace the county's shifting demographics, including the growing Latin and senior populations. We are responding to the increase in recreation-based tourism and the heightened focus on how parks benefit community health and wellness. While we cannot simultaneously address all trends, we are charting our future to anticipate and respond to as many as we can in the coming decade.

This plan has been revisited, revised and updated to reflect the fact that Sonoma County Regional Parks has experienced multiple overlapping emergencies since October 2019. Power shut downs, catastrophic fire, mass evacuations, a homeless emergency affecting one of our core facilities, the onset of a global pandemic, more heat and power impacts and another fire have all affected the parks ability to provide regular services, let alone forward strategic priorities. With that said, this update reflects remarkable progress and reflects a pragmatic delay of a few key initiatives.

STRATEGIC PLANNING GOALS | 2019-2022

The following goals represent areas of particular focus for Sonoma County Regional Parks over these three years. While this strategic plan does not capture all of our work, it does articulate our priorities.

- Make parks more equitable, diverse and inclusive
- Implement Measure M
- Gain organizational efficiencies

- Enhance visitor experiences
- Plan for financial sustainability

RATIONALE

Make parks more equitable, diverse and inclusive

To remain relevant in our society, parks must embrace and reflect the populations they serve. We believe everybody should have access to the benefits parks and trails provide, and to inclusive experiences within them.

Implement Measure M

It is critical that Regional Parks clearly demonstrates the investments of voter-approved funding to maintain and build trust for future funding initiatives.

Gain organizational efficiencies

To make good decisions about limited resources and to be smart in the face of the climate crisis, we must collect data on visitor experiences and natural resource conditions and use modern technologies to improve outcomes for the public and the land.

Enhance visitor experiences

To provide a better visitor experience, we strive to provide a clear message and easily understood information. Visitor centers and interpretive programs help connect people more deeply to the significance of the land, waterways, and cultures of the region.

Plan for financial sustainability

While voter approval of Measure M has solved immediate funding issues, Regional Parks needs to grow and diversify revenue sources to keep up with its long-term needs.

GOALS, STRATEGIC PRIORITIES AND METRICS

Goals and Strategic Priorities	Key Metrics
Make Parks More Equitable, Diverse and Inclusive 1. Create and implement a department-wide equity plan 2. Participate in equity initiatives 3. Expand tribal partnerships 4. Develop mentorship program to promote diversity 5. Create a career pathways program 6. Advance accessibility for people with disabilities	 % of employees participating in equity initiatives # youth hired into career pathways program # facilities and programs improved for accessibility
Implement Measure M 1. Expand staff capacity 2. Increase access to parks, trails and waterways 3. Invest in deferred maintenance 4. Expand vegetation management 5. Improve wildlife habitat 6. Increase emergency preparedness 7. Tell stories of Measure "M" Parks for All 8. Increase programs for priority audiences	 miles of trail built # deferred maintenance projects complete # acres treated for fuels reduction # wildlife habitat improvement projects # programs delivered for priority audiences
Gain Organizational Efficiencies 1. Develop a climate-smart decision tool 2. Upgrade field communications 3. Install and implement online sales and reservation system 4. Update data management systems 5. Update policies, procedures and trainings	 % decrease in carbon emitted by park operations and visitor activities New online sales system launched for membership, camping reservations and park programs

GOALS, STRATEGIC PRIORITIES AND METRICS

Goals and Strategic Priorities	Key Metrics
Enhance Visitor Experience 1. Create branding standards 2. Update signage 3. Improve park interpretation	 % consistency on logo and look across the department # newly branded signs and exhibits installed
Prepare for Financial Sustainability	
1. Increase Park Memberships sold	• % increase in park membership
2. Expand park services and program revenues	• Funds raised and leveraged through grants,
3. Adopt a cost recovery model	donors and partnerships
4. Expand grant and donor funding	
5. Leverage external funding	



LEGEND:	✓			
	Complete	Delayed by emergencies	On time	New timeline

MAKE PARKS MORE EQUITABLE, DIVERSE AND INCLUSIVE

TACTICS	2019-2020	2020-2021	2021-2022
Strategic Priority 1: Create and implement a department-wide equity plan			
Draft and finalize plan			
Develop and implement an equity analysis tool			
Coordinate and convene SCRP EDI Workgroup	✓		
Coordinate department EDI trainings	\checkmark		
Create a best practices summary on SCRP for other County departments			
Strategic Priority 2: Participate in equity, diversity, and inclusion initiatives			
Co-lead Sonoma County Racial Equity Alliance	\checkmark		
Continue participation in Government Alliance for Racial Equity	\checkmark		
Participate in Sonoma County Latinx Employee Resource Group	\checkmark		
Strategic Priority 3: Expand Tribal Partnerships			
Adopt Tolay Interim Co-Management Agreement	\checkmark		
Expand tribal partnership on active park and trail projects			
Develop and implement partnerships with tribes			
Finalize Tolay Co-Management Agreement with FIGR			
Strategic Priority 4: Develop a Regional Parks employee mentorship program			
Design pilot program with an implementation plan, guidelines, and supporting materials			
Enlist and train mentors and mentees			
Pilot mentor program			
Strategic Priority 5: Create a Career Pathways Program			
Participate in Sonoma County Youth Ecology Corps Leadership Team Meetings	\checkmark		
Design and implement program model			
Maintain and develop relationships with youth service providers	\checkmark		
Develop program outcomes tracking systems			
Strategic Priority 6: Advance accessibility for people with disabilities			
Create quality, unique, accessible facilities and programs	\checkmark		
Strengthen partnerships with advocates and experts	\checkmark		
Develop tracking system of successes and complaint feedback			
Launch a SCRP accessibility committee to work with advocates			



LEGEND:	✓				
	Complete	Delayed by emergencies	On time	New timeline	

IMPLEMENT MEASURE M

TACTICS	2019-2020	2020-2021	2021-2022
Strategic Priority 7: Increase staff capacity			
Develop a "M" hiring timeline and plan	\checkmark		
Improve employee orientation system			
Create an office space short- and long-term plan			
Strategic Priority 8: Increase public access to parks, trails and waterways			
Bodega Bay Trail: Construct Bell Tower to Bay Flat			
Bodega Bay Trail: Plan and Adopt CEQA for Smith Brothers Road			
Calabazas: Transfer from SCAPOSD			
Carrington: Transfer from SCAPOSD and park previews			
Doran Beach: Construct Shell campground restroom + volunteer camp host site	\checkmark		
Dutch Bill Creek – Acquire Torr property 515 acres open space park			
Guerneville River Parks – Construct kayak launch & parking area			
Healdsburg Veterans Memorial Beach – Adopt park renovation plan & CEQA			
Helen Putnam Regional Park: Construct Windsor Drive trail and trailhead - Construction	Trail		
Hood Mountain: Construct Lawson Trail – 2 miles	\checkmark		
Kashia Coastal Reserve: Construct trail - 1 mile			
Larson: Adopt park master plan and CEQA			
Lower Russian River Trail: Complete feasibility study	\checkmark		
Mark West Creek: Adopt park master plan and CEQA			
North Sonoma Mountain: Adopt park master plan and CEQA			
Preston River Access – Complete plan			
Riverfront: Construct Phase 3 improvements			
Shiloh Ranch: Construct North Loop Trail and bridge			
Sonoma Schellville Trail: Acquire 8th Street east section			
Spring Lake: Construct Environmental Discovery Center patio shade Structure			
Steelhead Beach: Construct campground host sites			
Steelhead Beach: Acquire overflow lot area			
Stewarts Point: Construct trail plan and CEQA			
Taylor Mountain: Construct Phase 2 trails			
Taylor Mountain: Construct natural play area			
Taylor Mountain: Acquire Cooper Creek addition	✓		
Tolay Lake Regional Park: Construct equestrian parking lot			
West County Trail: Construct Forestville extension			
Wohler: Complete river parkways project			
Wright Hill Ranch: Transfer from SCAPOSD			

LEGEND:	\checkmark			
	Complete	Delayed by emergencies	On time	New timeline

IMPLEMENT MEASURE M (continued)

TACTICS	2019-2020	2020-2021	2021-2022
Strategic Priority 9: Invest in Deferred Maintenance			
Arnold Field: Install lighting renovation	\checkmark		
Birdwalk Coastal Access: Repair rusting bridge			
Cloverdale: Construct permanent restroom & picnic area			
Doran Beach: Complete boat launch replacement	\checkmark		
Ernie Smith: Replace pedestrian bridge			
Ernie Smith: Construct permanent restroom			
Helen Putnam: Complete pond renovation			
Helen Putnam: Complete trail renovation			
Hood Mountain: Complete erosion repairs	\checkmark		
Hood Mountain: Install permanent restrooms (Azalea, Pythian, Lawson, Los Alamos)			
loe Rodota Trail: Replace bridges 1 & 3			
arson: Complete Phase 1 improvements			
Maddux: Install permanent restroom			
Maxwell Farms: Complete Phase 1: soccer, baseball, parking, 2 restrooms			
Ragle Ranch: Install permanent restroom			
Riverfront: Design weir trail crossing at Lake Benoist			
Shiloh Ranch: Repair damaged and eroded trails	\checkmark		
Sonoma Valley: Install permanent restroom and renovate picnic area			
Spring Lake: Repair sewage ejection system			
Spring Lake: Renovate restrooms			
Spring Lake: Replace roof on maintenance barn	\checkmark		
Stillwater Cove: Replace Stockoff Creek bridge			
Stillwater Cove: Upgrade campground			
Tolay Lake: replace 2 failing causeway culverts & replace shop		✓	
Natson School: Replace failing roof			
Strategic Priority 10: Expand Vegetation Management			
mplement Early Detection, Rapid Response (EDRR)	\checkmark		
Jpdate and implement Integrated Pest Management Plan (IPM)	\checkmark		
expand Grazing Program: Sheep, goats, cattle	\checkmark		
Collaborate with NGO, agency and tribal partners for landscape resilience	\checkmark		
Expand use of prescribed fire	\checkmark		
Strategic Priority 11: Improve Wildlife Habitat			
Expand habitat restoration projects			
mplement derelict fencing removal program	\checkmark		
Participate in wildlife collaborations (e.g. Living with Lions, Bear Project, WPI, SLT)	\checkmark		

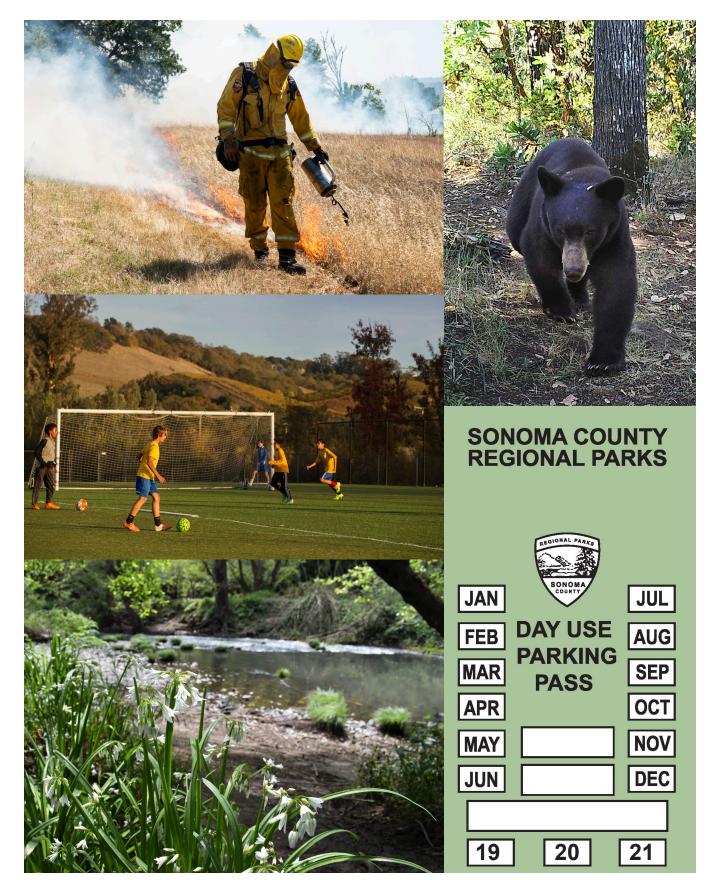
LEGEND:	\checkmark			
	Complete	Delayed by emergencies	On time	New timeline

IMPLEMENT MEASURE M (continued)

TACTICS	2019-2020	2020-2021	2021-2022
Strategic Priority 11: Improve Wildlife Habitat (continued)			
Expand wildlife camera project	\checkmark		
Create communications content on wildlife	\checkmark		
Develop a white paper on recreation, wildlife & parks			
Develop template natural resources plan for Mark West			
Strategic Priority 12: Increase Emergency Preparedness			_
Develop Continuity of Operations Plan (COOP)	\checkmark		
Train on plan for power shut downs, fires, evacuations, earthquake, flood			
Certify lead staff with CALFIRE FF2 fire training	\checkmark		
Strategic Priority 13: Tell the Story of "Measure M - Parks for All"			
Create Measure M communications plan & share with cities	\checkmark		
Share Measure M stories: media, social, web, newsletters, video			
Produce Measure M annual report			
Strategic Priority 14: Increase programs for priority audiences			
Identify and develop partnerships with pillar community organizations	\checkmark		
Revise outreach plan to engage across county geographic areas			
Create enhanced program marketing plan to reach specific audiences			
Increase outreach and funding support for program scholarships			
Continue environmental education field trip scholarships for schools with the greatest income disparities	✓		
Expand programs for older adults, communities of color, youth, veterans, low-income families, and people with disabilities			
Develop and implement programs with tribes			
Continue alignment of outcomes with health equity and the environment			

GAIN ORGANIZATIONAL EFFICIENCIES

TACTICS	2019-2020	2020-2021	2021-2022
Strategic Priority 15: Develop a Climate-Smart Decision Tool			
Research a modern climate decision tool			
Draft a tool that helps us decide staffing, logistics, materials and strategies that reduce carbon footprint			
Provide update to BOS on climate impact reductions/improvements			
Strategic Priority 16: Upgrade Field Communications	'	'	
Upgrade park radio system	\checkmark		
Implement new park channel with update		\checkmark	
Assess other communications needs for field staff		✓	



LEGEND:	\checkmark			
	Complete	Delayed by emergencies	On time	New timeline

GAIN ORGANIZATIONAL EFFICIENCIES (continued)

TACTICS	2019-2020	2020-2021	2021-2022			
Strategic Priority 17: Install and Implement online sales and reservation system						
Launch new point of sale system	\checkmark					
Train staff and test new system						
Strategic Priority 18: Update Data Management Systems						
Launch new cost-accounting system	\checkmark					
Visitor use numbers : Compare estimates to actuals to refine	\checkmark					
Optimize incident tracking system						
ID Electronic document management system						
Strategic Priority 19: Update Policies, Procedures and Trainings						
Complete law enforcement policy update						
Expand staff trainings on technologies, systems and data						
Review and update existing parks policies through PRAC (e-bikes, good neighbor, signs, etc.)						

ENHANCE VISITOR EXPERIENCES

TACTICS	2019-2020	2020-2021	2021-2022
Strategic Priority 20: Create branding standards			
Brand guidelines developed			
New brand look implemented			
Refresh lobby			
Research and develop Spanish-language communications guidelines			
Strategic Priority 21: Update Signage			
Assess sign guideline needs, opportunities			
Sign standards created and style guide approved			
Plan/process created to replace signs			
Strategic Priority 22: Improve Park Interpretation			
Develop an interpretive prospectus for Environmental Discovery Center	\checkmark		
Develop an interpretive prospectus for Gualala Visitor Center			
Create 3 interpretive programs at new parklands	\checkmark		
Design and implement visitor center exhibits			
Design and install interpretive panels using the branded standards			
Certify 12 Water safety patrol and recreation staff with ACA boating			
Certify 20 program staff as National Association of Interpretation guides			

LEGEND:	\checkmark				
	Complete	Delayed by emergencies	On time	New timeline	

PREPARE FOR FINANCIAL SUSTAINABILITY

TACTICS	2019-2020	2020-2021	2021-2022		
Strategic Priority 23: Increase Membership					
Hire membership coordinator					
Create & implement sales and marketing strategies for priority audiences (county employees, low income residents, local businesses)					
Re-establish sales presence for corporate memberships					
Create sales tracking in new point of sale, linked to memberships promotions					
Strategic Priority 24: Expand Park Services and Program Revenues					
Add self-contained overnight parking					
Develop hourly parking fee pilot					
Add Steelhead camp host sites					
Market off-season camping					
Strategic Priority 25: Adopt a Cost-Recovery Model					
Research and draft a cost-recovery model for parks					
Adopt cost recovery model					
Conduct an economic feasibility study of the Bodega Bay marinas					
Strategic Priority 26: Expand Grant and Donor Funding					
Increase amount and type donations received by SCRPF	\checkmark				
Update sponsorship policy					
Hire additional grant writers					
Identify private foundations for expanded support					
Strategic Priority 27: Leverage External Funding					
Participate in local tax initiatives that benefit parks					
Update park mitigation fee study					
Advocate for state and federal grant program that support parks					

STRATEGIC WORK ACCOMPLISHED DUE TO EMERGENCIES

- Foothill Fire Recovery Work
- Joe Rodota Trail Improvements
- Innovated Virtual Programming

REPORTING

Sonoma County Regional Parks will report on these strategic priorities and their associated metrics during annual budget hearings at the Sonoma County Board of Supervisors and post the information on our website. In addition, a special annual report will be provided on all projects funded by Parks for All Measure "M" and presented to the Citizens Oversight Committee.

