
Washington State Parks and Recreation Commission
Transformation Strategy

Draft - January 29, 2013

Adapting to a new way of operating Washington's state parks



Executive Summary

During State Parks' 98th year, the Legislature and Governor made a policy decision to eliminate most General Fund support for State Parks and replace it with a user fee system. Most funding for operation of Washington's state parks now comes from sale of annual Discover Passes, daily access permits, camping receipts and other fees. While pass earnings have been higher than in other states with comparable programs, revenues are about half of what was expected. The Discover Pass alone has not replaced lost General Fund support.

Faced with this reality, State Parks must build other revenue mechanisms, while continuing to make its case for support from the State General Fund or other dedicated state fund source. This Transformation Strategy guides decision-making and outlines actions the agency will undertake to adapt to its new business model. The strategy includes the following elements:

Mission statement – refines the agency's mission statement to emphasize the role of state parks in connecting Washingtonians with their state's natural and cultural heritage.

Vision statement – adapts the Commission's Centennial 2013 vision to encourage a diversity of state, regionally, and locally significant state park experiences that promote use of state parks and that generate public and private support necessary to operate the state park system.

Transformation principles – outlines imperatives that will drive agency-wide planning, resource allocation and day-to-day decisions. Transformation principles assert that State Parks must:

- Provide experiences people will choose
- Align all activities with appropriate sources of funding
- Pursue an interdependent relationship with volunteers, friends, and partners
- Base business decisions on adequate and objective information and data
- Embrace innovative practices and technology

Agency culture and core values – refines previous core values and describes agency cultural norms that promote organizational change and innovation.

Transformation strategies and initiatives – establish strategies and prescribe specific action-oriented initiatives that will advance agency transformation. Overarching strategies include:

1. Demonstrating that all Washingtonians benefit from their state parks
2. Adopting a business management approach to park system administration
3. Providing recreation, cultural, and interpretive opportunities people will want
4. Promoting meaningful opportunities for volunteers, friends and donors
5. Forming strategic partnerships with other agencies, tribes and non-profits
6. Expanding use of land holdings for compatible private purposes
7. Developing amenities and acquiring lands that advance transformation

Implementation – prescribes the process executive management will use to implement and adapt the strategy as transformation proceeds.

A Call to Action

For 98 years, funds derived from State taxes have been the principal source of financial support for Washington's state park system and the institution charged with its development and operation. During the past three decades, as costs have risen and the state's economy has undergone ebbs and flows, budget writers have required State Parks to earn an ever-increasing portion of its operating budget. Increasing need for operating revenue has required the agency to impose a variety of use fees to meet the budget demands of the day.

During the past ten years, the quest for revenues from fees has intensified. The year 2002 marked the first parking fees, replaced in 2006 with a \$5 voluntary donation to State Parks collected with vehicle license fees. Donations began as a choice to opt in and then were automatically included in license fees unless drivers chose to opt out. Between 2000 and 2010, the percentage of the agency's expenses paid from user fees rose from about 25 percent to more than 40 percent.

In 2008 Washington experienced the largest economic crisis since the Great Depression. The "Great Recession" decimated State sales tax revenues, requiring General Fund budget reductions of historic proportions. In State Parks' 98th year, the Legislature and Governor made a policy decision to eliminate most General Fund support for State Parks and replace it with a user fee system. Through an intense, combined effort, State Parks, the Department of Fish and Wildlife and the Department of Natural Resources launched the Discover Pass, a \$30 annual and \$10 daily permit to access state parks and other state recreation lands. While Discover Pass earnings have been substantially higher than in other states with comparable programs, revenues are about half of original projections; far from sufficient on their own to keep Washington's state park system in operation.

Faced with this reality, State Parks has no choice but to fundamentally change how it provides public recreation, while continuing to protect some of the state's most significant natural, cultural, and historical assets. The agency must now transform itself in a way that diversifies its base of financial and public support while remaining true to its fundamental mission.

But State Parks cannot meaningfully transform alone. As the agency turns inward to critically appraise and reform its operations, it also must turn outward for the help necessary to achieve financial stability and to advance the State Parks mission. Meaningful transformation requires a renewed and reinvigorated commitment from those who visit, contribute, and otherwise benefit from the state park system. By embracing the principles and undertaking the strategies and initiatives outlined in this report, State Parks begins a process of transforming and adapting to its new business model. In the hour of its greatest need, the State Parks and Recreation Commission calls on all Washingtonians to support their state park system.

Devising the Strategy

This transformation strategy is the result of extensive public and staff input gained through four main efforts undertaken in response to legislative policy direction: The four efforts included:

- Commission work sessions establishing the philosophical underpinnings of agency transformation
- Preparation of the 2012 State of State Parks Report
- Reorganizing agency staffing
- Developing statewide revenue and efficiency initiatives

Commission Work Sessions

During the past two years, agency staff has facilitated a series of discussions with the Commission about transformation. Discussions have included a broad examination of values and beliefs. They also included a systematic exploration of the implications of shifting from state tax-based funding toward a more self-supporting “public enterprise.” Such an enterprise would rely on a diversified mix of income and support with substantially greater emphasis on charging fees for services, expanding activities and programs in parks, competing for discretionary spending, developing strategic partnerships, attracting charitable contributions and enhancing volunteer support.

This Transformation Strategy captures essential elements of the Commission’s work session discussions and expresses them as a series of transformation imperatives and principles. These imperatives and principles are intended to provide over-arching, agency-wide guidance and direction.

State of State Parks Report

In spring 2011, the Governor signed into law Engrossed House Bill 2127 establishing the Discover Pass. EHB 2127 ushered in a new era where user fees form the principal source of income to fund operation of the state park system. The Discover Pass legislation included a key proviso requiring State Parks to submit a report to the State Office of Financial Management detailing progress towards making the system self-supporting, as well as outlining any additional statutory changes needed for successful implementation.

In satisfying this proviso, agency staff conducted an extensive outreach campaign to share the agency’s financial challenges and to hear the public’s view on funding state parks. Participants weighed in on three funding mechanisms:

- Public financing – some form of general support from taxes or dedicated funds
- User financing – use fees and proceeds from other enterprise activities in parks
- Charitable financing – private philanthropy, volunteer contributions and partnerships with other public and private entities

In workshops and presentations, participants consistently expressed their preference for a combination of all three financing models, with a significant level of public financing supporting those aspects of the State Parks mission that benefit all Washingtonians.

With a clear sense of public sentiment, the Commission concluded in its State of State Parks report that the state park system cannot become 100% self supporting without fundamentally distorting the agency's mission. The Commission asserted that by conserving and protecting the State's natural and cultural heritage, the park system benefits all Washingtonians, whether they visit the parks or not. The state park system and the tourism revenues and jobs it generates for state and local economies further support the position that state parks benefit all of us, by generating more in State general funds than is being asked to run the system.

Therefore, some funding for the system derived from State taxes makes sense – particularly for those conservation and social benefits that don't generate a direct financial return to the agency. The Commission concluded that appropriately funding the state park system includes a blend or "right mix" of public, user, and charitable financing.

This Transformation Strategy draws on the public process used in developing the State of State Parks report to create transformation principles and a series of specific strategies and initiatives that give force to those principles.

Revenue and Efficiency Task Force

Facing the specter of losing all or most General Fund support, the Director established a task force to explore potential ways to generate new revenue, achieve cost-saving efficiencies, and undertake early-action initiatives that do not require statute, rule, or policy changes.

Enlisting staff from throughout the agency and soliciting input from the public, the Revenue and Efficiency Task Force identified 61 distinct initiatives to generate revenue, build external support, reduce expenses and achieve efficiencies. Twenty-six of the highest priority initiatives are currently being implemented. This Transformation Strategy draws on staff and public input gathered by the task force and incorporates the highest priority initiatives into this report.

Staffing Reorganization

Reliance on user fees as the principal source of funding agency operations has already resulted in very real consequences. With revenues from Discover Pass sales not meeting expectations, State Parks was forced to make painful staff and spending reductions to balance the agency's budget. Making reductions was further complicated by a need to keep all parks open and at adequate service levels to retain income from camping and other services and to promote sale of Discover Passes.

To help plan previously unthinkable reductions, agency management turned to field staff for expertise and assistance. Region staffs and park managers participated in work sessions to turn the unthinkable into operating models that maintained essential services, kept visitors safe, protected sensitive resources and kept parks open for the public – for the time-being. The overarching direction that emerged was a return to a seasonal staffing model that preserved staff numbers during the heavy summer use season. Reductions also reduced and centralized management positions.

Although reductions have been painful, the process and analysis used to guide them has greatly improved the agency's understanding of field operations and how best to allocate resources, achieve efficiencies, and stretch increasingly scarce financial resources. Reorganization also has shone a light on things that remain to be learned. Experience and questions raised through this process are incorporated throughout this document.

One Unified Outcome

Through the above four efforts, State Parks has completed a thorough investigation of agency transformation that now forms the basis of this Transformation Strategy. Through these efforts the Commission has:

- Established the need to transform the agency's approach to funding and operations
- Considered options and alternative directions
- Received considerable input from staff and the public
- Arrived at an overarching policy direction

State Parks Transformation Strategy

In addition to statutory authorizations in law, agency rules, Commission policies and administrative policies and procedures, agency direction guiding the state park system is included in statements of the Commission's mission and core values. In preparation for the State Parks Centennial, the Commission also adopted its Centennial 2013 Plan, including a vision statement describing what the state park system would look like in its 100th year. The plan also set 11 goals through which to achieve the Centennial Vision.

This Transformation Strategy provides direction and guides activities during the next decade of transformation. This Strategy adapts the various statements of agency direction and replaces the Centennial 2013 Plan with specific transformation strategies and initiatives. The following elements comprise the Transformation Strategy:

- State Parks Mission
- State Parks Vision
- Transformation principles
- Agency culture and core values
- Transformation strategies and initiatives

□ State Parks Mission

The Commission's existing mission statement was crafted as part of its 1993 Strategic Plan.

The Washington State Parks and Recreation Commission acquires, operates, enhances and protects a diverse system of recreational, cultural, historical and natural sites. The Commission fosters outdoor recreation and education statewide to provide enjoyment and enrichment for all and a valued legacy to future generations.

As State Parks prepares to enter its second century, some refinement could better reflect the Commission's basic policy direction and help to attract the right mix of support in a shift towards greater financial self-sufficiency for the future.

However, self-sufficiency must not be confused with self-reliance. The Commission's recent analysis makes clear that more than ever, State Parks must turn outward and actively engage its advocates, supporters, and visitors. Updating the mission to reflect this new reality and understanding that we cannot succeed alone will help provide a strong foundation for our work moving forward. The Commission's mission should therefore be updated as follows:

The Washington State Parks and Recreation Commission provides and conserves a diverse system of natural, cultural, historical and recreational areas. The Commission connects Washingtonians with their state's rich natural, cultural and ethnic heritage, and presents meaningful park experiences for the health, enjoyment and enrichment of all who visit and for future generations.

□ Vision

In 2003, the Commission adopted its Centennial 2013 Vision as a source of inspiration and to set a direction for the agency's Centennial 2013 Plan.

In 2013, Washington's state parks will be premier destinations of uncommon quality, including state and regionally significant natural, cultural, historical and recreational resources that are outstanding for the experience, health, enjoyment and learning of all people.

While it remains a noble vision for the State Parks Centennial and much progress was made in the middle years of the campaign, the reality on the ground has changed markedly since 2008. In its application to advance and improve the state park system, the Centennial Vision was at times considered a litmus test to determine whether given park or property lived up to the standards set by the Commission's vision. Parks deemed inconsistent with the vision were typically transferred to local government. With greater reliance on user fees to pay for park system operation, meeting a test of regional or statewide significance is now far less important than maintaining a collection of parks sufficient to demonstrate value and promote the sale of Discover Passes. The vision should therefore be adapted to reflect this change.

The Commission aspires to establish Washington's state parks as premier destinations of uncommon quality, including a wide diversity of natural, cultural, historical, artistic, and recreational resources that are outstanding for the experience, health, enjoyment and learning of all people.

As agency transformation progresses, this vision will again be tested. Ultimately, it will require additional updating to reflect changed circumstances and the outcomes of agency transformation.

□ Transformation principles

With fundamental changes to agency funding, State Parks as an institution must now recognize and accept a new reality: Earned income must pay for the majority of state parks operations. As staff and the Commission have wrestled with how to adapt to this change, several transformation principles have emerged:

We must provide experiences people will choose: With the Discover Pass, camping, and other user fees that now comprise the largest source of income, State Parks is now mostly a *public* enterprise. As such, the agency must compete with other public and private recreation providers for the time, attention and money of park visitors. It is now incumbent on State Parks to adapt and improve its product so that people will prefer it and choose to buy it.

We must align everything we do with appropriate sources of funding: Historically, as an agency mostly supported by funds derived from state taxes, State Parks had considerable discretion to accept and absorb the cost of activities seen as in the public interest or as a

necessary part of operating within state government. All agency expenditures must now align with appropriate and available sources of funding. To do this, State Parks needs to differentiate and quantify actual costs associated with the various activities it undertakes and make critical choices about where to place its limited financial resources. Lean finances require the agency to act in an exceedingly businesslike manner. As transformation proceeds, the degree to which funding sources and mechanisms can be developed will ultimately determine the activities the agency can undertake – and those that can no longer be sustained.

We must pursue an interdependent relationship with our volunteers, friends, and partners: In order to successfully operate parks, develop and maintain facilities, and expand programs and services that attract paying visitors, the agency will need help and cooperation from like-minded individuals and organizations. The State Parks Foundation can also play an expanded role in securing State financial support by enlisting and coordinating advocacy activity among friends groups, partners and volunteers. Effective and lasting partnerships, however, require a willingness to give up some measure of control and to respond effectively to the needs of the partner. Consequently, the Commission and staff must adopt a highly collaborative posture, welcome and seek greater participation, and expand support for those who wish to contribute their time and money to initiatives that advance the purpose of State Parks.

We must base our business decisions on adequate and objective information and data: Under the agency's historic business model where general fund support paid for operating the state park system, decision making was driven mostly by gauging often nebulous public sentiment, soliciting public input and responding to political influences of the day. With earned income now making up the majority of funding, the agency must make decisions about how best to allocate its staff and financial resources to achieve the return necessary to sustain the state park system. Good business decisions, however, require objective data and analytical capabilities the agency largely lacks at this time. State Parks must therefore make strategic investments to develop, refine and continuously apply systems of data collection and analysis to best understand and respond to the needs and preferences of its paying park visitors.

We must embrace innovative practices and technology: For many years parks and recreation providers believed that technology had no place in parks. Providing access to internet and electronic media was considered a distraction and thought to undermine the authenticity of a visitor's park experience. Even commissioners and staff believed state parks should remain *technology-free*. While some visitors still prefer to unplug in parks, the vast majority prefer the security and convenience provided by their various hand-held devices. Increasingly, park agencies are taking advantage of mobile technologies to provide park-related information, orientation and interpretation. This technology not only improves flexibility and reduces the cost of providing these services but now is generally accepted or even expected by visitors as a way to facilitate and enhance their park experience.

With staff spread more thinly throughout the state, an ability to collaborate and coordinate work with others within and outside the agency is imperative. Providing tools to access centralized financial and human resource management systems is essential to efficient park

system administration. State Parks must therefore make critical investments in its technology infrastructure and the capability of staff, partners and volunteers to use it effectively. Advancing our use of technology, innovative practices, and keeping pace with the needs of our visitors and partners is essential to competing and assuring the state park system's relevance into the future.

❑ **Agency culture and core values**

Transformation requires new staff skills and new ways of working together. Agency culture and values outlined below are intended to refine core values developed several years ago and add a series of expected norms and behaviors to guide interactions both internally and externally. These core values and culture should drive organizational development so people work together effectively and are collectively capable of learning, innovating and adapting to change.

In interacting with one another, the Commission, staff, partners, supporters and volunteers will foster a collaborative culture in which people:

- Maintain a working environment that nurtures innovation
- Recognize a colleague's vulnerability in developing new ideas and support them
- Encourage risk-taking and accept responsibility for the outcome
- Respectfully challenge assumptions and traditions
- Give and accept constructive criticism
- Adopt a 'yes, and' approach in discussions
- Accept conflict between ideas as a necessary step toward finding solutions
- Act with civic courage and the highest ethical standards
- Invest in training and professional and personal development
- Take pride in their work, the mission and the resources we steward

The State Parks and Recreation Commission, its staff, partners, supporters and volunteers share core values that demonstrate a commitment to:

- Stewardship that preserves the state's natural, cultural, and ethnic heritage in perpetuity
- Universal access to recreation, education, artistic, and cultural opportunities in state parks
- Meaningful public engagement and participation in developing and operating the state park system
- Supporting one another as we work together to achieve the agency's mission
- Excellence in all we do

❑ **Transformation strategies and initiatives**

As described earlier, the development of the 2012 State of State Parks report led the Commission to the conclusion that appropriately funding the state park system requires a "right

mix” of public, user and charitable support. The strategies and initiatives that follow set in motion actions designed to develop all sources of support and to achieve cost-saving efficiencies. Appendix 1 provides descriptions of the 40 individual transformation initiatives that State Parks plans to continue, explore, or begin in order to achieve agency transformation.

1 - Demonstrating that all Washingtonians benefit from their state parks

Throughout its 100-year history, funding derived from state taxes has helped pay for operation of Washington's state parks. Essentially, all who live and spend money in Washington have contributed to development and operation of their state park system. With public support the system now comprises over 116 developed parks that are home to the state's largest remaining tracts of lowland old growth and mature forests, globally imperiled plant communities, threatened and endangered wildlife, and the finest examples of common natural communities that tell the story of Washington's natural history. State parks are the places where the largest numbers of Washingtonians visit, to know, respect, and love the natural world.

With contributions from all Washingtonians, State Parks now manages the state's largest, most diverse collection of state and nationally significant historic properties open to the public. State parks are also home to a vast assemblage of traditional cultural properties, archaeological sites, cultural sites and landscapes that are significant and sacred to Washington's first inhabitants. State parks are where Washingtonians connect with their state's history and cultural heritage.

State parks are vital contributors to state and local tourism economies attracting visitors from around the state and nation, creating jobs, and generating taxes that help support the work of state government. Perhaps most important, state parks make Washingtonians healthier and happier. They provide a vast network of recreational opportunities that get people of all ages, abilities, and means off the couch, moving, and re-creating themselves away from the hectic pace of modern life. Innovative health care providers now prescribe park visits to promote the health and wellbeing of their patients.

Washington's state parks benefit all Washingtonians, so all Washingtonians share responsibility for their care. The Commission's stated policy is that some financial support derived from state taxes is fair and appropriate to pay for those conservation, economic, and social qualities that benefit us all. The following strategies and initiatives will help demonstrate these statewide benefits.

Strategy: Demonstrate the state park system’s contribution to conserving the state’s natural heritage and biodiversity.

- Natural Heritage Initiative
- Puget Sound Action Agenda Implementation
- Fish Passage Initiative

Strategy: Demonstrate the state park system's contribution to preserving the state's historical and cultural heritage.

- Cultural Heritage Initiative
- Ethnic Heritage Initiative

Strategy: Demonstrate the state park system's contribution to promoting tourism, economic development, and green industry.

- Tourism and Economic Development Initiative
- State Electric Vehicle Loop Initiative

Strategy: Demonstrate the state park system's contribution to promoting physical activity, health, and well being of all state residents

- No Child Left Inside Initiative
- Low Income and Disabled Veterans Passes

2 - Adopting a business management approach to park system administration

With earned income now comprising the majority of agency funding, State Parks is now essentially a public enterprise. As described earlier, informed and strategic business decisions are essential to effectively allocating scarce financial and staff resources, achieving efficiencies, and generating revenues necessary to operate the state park system. The following strategies and initiatives will help the agency create a new business model that is more analytical and reflects changes to the agency's funding mechanisms.

Strategy: Identify, assemble, collect and analyze data necessary to make informed decisions on expenditure of staff and financial resources.

- Data Management Initiative
- Facilities Assessment Initiative

Strategy: Seek efficiencies in all areas of park system operation, development, and administration.

- LEAN Management Initiative
- Sustainability Initiative

Strategy: Transition all fee programs into a market-based system of competitive rates for facilities and services.

- Fees Initiative

Strategy: Develop a robust program to market the Discover Pass and the state park system

- Marketing Initiative
- Discover Pass Business Plan Initiative

Strategy: Develop expanded opportunities for tasteful and appropriate park and private enterprises in parks.

- Park Enterprise Initiative
- Park Concessions Initiative
- Advertising Initiative

3 - Providing recreation, cultural, and interpretive opportunities people will want

With most agency funding now coming Discover Pass sales and other service-related fees, State Parks must now compete effectively for people's recreation and leisure time and money. Consequently, parks must provide opportunities that are attractive and relevant to visitors of all ages and abilities. At their core, state parks must be clean, well-maintained, and professionally operated. To attract repeat and new visitors, state parks must also provide a suite of recreation opportunities and programs that are clearly in demand. Simply fixing facilities developed a generation ago may no longer serve today's or tomorrow's visitors. Recreation, interpretive, and arts programs once thought as nice extras are now essential to retaining and attracting park visitors.

The following strategies and initiatives will help create high-quality state park experiences that attract more visitors and help generate user fees necessary to sustain state park operations.

Strategy: Provide a suite of recreational, cultural, artistic and interpretive opportunities that are relevant to existing and potential park visitors.

- Park Level Transformation Initiative
- Park Trails Initiative
- Cabins and Yurts Initiative
- Park Signing Initiative
- Park Events Initiative
- Recreation Programs Initiative
- Interpretation Transformation Initiative

4 - Promoting meaningful opportunities for volunteers, friends, and donors

The state park system has expanded and evolved considerably during the past century. But throughout its history, state parks have survived and flourished with the contributions and support of generous individuals and institutions.

- About 40% of park lands were donated by individuals, estates and other private organizations.
- Seventeen independent friends groups raise money, coordinate volunteers, operate interpretive centers and gift shops, hold events and festivals, construct and maintain facilities and otherwise contribute countless hours of service to state parks.

- In fiscal 2012, passionate individuals contributed 264,769 hours of volunteer assistance. This equals about 127 full time positions valued in excess of \$3.7 million.

In 2001, the Legislature established the Washington State Parks Foundation, an independent non-profit organization, to raise money and support acquisition, development and recreational and educational programming in state parks. With the dramatic budget reductions of the past few years, work of the Foundation has switched into high gear and expanded to include developing support for basic park operations, public awareness and advocating for the state park system.

The following strategies and initiatives will develop meaningful and fulfilling ways for people to contribute their skills, energy and money to maintain and enhance the state park experience.

Strategy: Empower, clarify roles and expand collaboration with the State Parks Foundation.

- Governors' State Parks Initiative
- Foundation Membership Initiative
- Park Asset Inventory Initiative
- Sponsorships Initiative

Strategy: Work to realize the full potential of volunteers to support and supplement the efforts of state parks staff.

- Friends Development Initiative
- Volunteer Training Initiative

5 - Forming strategic partnerships with other agencies, tribes, and non-profits

State Parks has actively pursued cooperation with other government agencies, tribes and non-profits for many years. Negotiating agreements frequently included accepting broader benefits to public recreation or environmental conservation in lieu of specific tangible returns to the agency. Partnerships must now be strategic and consistently result in a cost savings, directly or indirectly generating a financial return, or hold promise for future savings or revenues without incurring unrecoverable up-front expense.

Partnership is a two-way street. The agency must be willing to cede some control and cultivate trusting relationships for lasting partnerships to develop. This typically involves crafting memoranda of understanding where both parties agree to complete smaller tasks that develop trusting working relationships before entering into more substantive long-term and binding agreements. This process takes time, but benefits to the agency are considerable.

Strategy: Develop formal partnerships with other organizations that are ultimately expected to offset expenses, leverage investment or stimulate activity that directly or indirectly generates a financial return.

- Interagency, Tribal, and Non-Profit Partnerships Initiative

6 - Expanding use of land holdings for compatible private purposes

State Parks' land holdings and improvements are the agency's largest asset. The estimated value of the agency's land tops \$3 billion. The vast majority of lands are in active use for recreation, conservation and historic preservation purposes. Under limited circumstances State Parks issues leases, permits and easements (LPE's) for compatible, non-recreational uses. LPEs in parks are typically issued for some public benefit (e.g., utility corridors, mountaintop communication sites, or private recreation provider) and generate approximately \$1 million in annual revenues to the agency. State Parks also holds title to significant lands that remain held for future park development and see only limited, informal public use. Still another subset of land holdings, typically acquired as part of larger acquisitions, is not suitable for recreation or conservation purposes and is therefore surplus to agency needs.

The following strategies and initiatives will expand compatible private use of park lands and lease lands otherwise unsuitable or not yet in recreational use to the private sector to expand recreational opportunities and to generate on-going revenues that help pay for long-term operation of the state park system. These initiatives are explicitly not intended to sell lands for a one-time gain, but rather envision depositing any cash proceeds into a managed, interest-generating investment account where the principal remains untouched in perpetuity.

Strategy: Wherever possible, expand and renegotiate leases, licenses, permits, and easements on park lands for compatible non-recreational purposes (e.g., utility easements and communication sites)

- Licenses, Permits, and Easements (LPE) Initiative
- Environmental Mitigation Initiative

Strategy: Prepare proposals for interim private recreational development on agency-owned properties currently held for future development.

- Public-Private Recreational Amenities Initiative

Strategy: Explore long-term private lease or sale of agency-owned properties that cannot be advantageously used for state park purposes.

- Surplus Lands Initiative

Strategy: Establish endowment, trust or similar financial instrument in which to invest proceeds from private leases.

7 - Developing amenities and acquiring lands that advance transformation

Unlike funding for park system operating expenses, capital development funds derived from issue of tax-exempt bonds remain available for construction and replacement of new facilities and park infrastructure, major maintenance and renovation projects and land acquisition.

These funds are typically secured through competitive state and federal grants or through direct Legislative appropriation. Capital grants and direct appropriations have varied significantly during the past ten years, ranging from about \$20 million to nearly \$95 million for a single biennium.

The following strategies and initiatives will help develop and maintain an attractive, high-quality state park system that people will choose to visit and help leverage capital investment from private partners.

Strategy: Emphasize capital facilities and infrastructure development and land acquisition that creates a financial return, attracts visitors, facilitates enterprise activities, supports partners and volunteers and otherwise helps implement transformation strategies and initiatives.

- 10-year Capital Development Transformation Plan
- Grants Coordination Initiative

Strategy: Establish and seek funding for an opportunity account to fund capital program staff support and leverage partner-funded park development projects (e.g., design review, permitting, archaeology, and construction supervision).

- Development Partnerships Initiative

Strategy implementation

Implementation of this Transformation Strategy is essentially a process of organizational evolution. Evolution is an apt term because the strategies and initiatives set forth will result in variations from current agency practices. As work proceeds, those variations or initiatives that succeed will be embraced and developed, while those that fail to achieve results will be abandoned. This natural selection process will ultimately result in organizational adaptations that together will advance organization fitness and evolution of the state park system.

The following process will be used to guide agency executive management in directing implementation of the Transformation Strategy:

1. Prioritize strategies and initiatives.
2. Identify statute, policy or other barriers to implementing initiatives and pursue changes as necessary.
3. Identify agency programmatic capabilities necessary to implement initiatives and incorporate into an adaptive organizational development plan.
4. Identify staff capabilities necessary to implement initiatives and incorporate into staff recruiting and training efforts.
5. Incorporate strategies and initiatives into program and employee work plans.
6. Monitor progress and performance.
7. Continue to implement, refine and adapt initiatives, identifying and addressing barriers as they arise.
8. Repeat.

Implementation should incorporate mechanisms through which the Commission, staff, partners, and volunteers can provide input and participate in adaptation and continued implementation of the strategies and initiatives. Executive management also should provide regular progress reports to the Commission and develop mechanisms through which this strategy and the changes the agency makes as it proceeds with transformation can consistently and effectively be communicated to the public.

Appendix 1: Transformation Initiatives

1 - Demonstrating that all Washingtonians benefit from their state parks		
Initiative	Description	Status
Natural Heritage Initiative	<p>The overarching purpose of this initiative is to develop a systematic plan for protecting and restoring natural plant and animal communities in state parks, conveying their significance to the public, and enlisting the public's participation and support in conserving them. Elements of this initiative include:</p> <ul style="list-style-type: none"> • Assembling field data and assessing the significance, integrity and risks to State Parks' ecological resources • Recommending priorities for treatment of plant and animal communities (e.g., protection, restoration, enhancement) • Identify financial and in-kind resources to accomplish treatments • Develop materials and methods to convey the significance of the state parks resource, the threats it faces, and enlist the public in supporting the agency's stewardship efforts 	<p>This initiative is in the planning stages, key partners have been enlisted and implementation is anticipated to begin in February 2013.</p>
Puget Sound Action Agenda Implementation	<p>This initiative implements near-term actions outlined in the Puget Sound Partnership's Action Agenda. Elements for which State Parks is responsible include:</p> <ul style="list-style-type: none"> • Identifying opportunities for nearshore restoration and removal of shoreline hard armoring • Review existing plans and seek funding for interpretive opportunities on Puget Sound ecology, threats, vital signs, and recovery actions in state parks • Working with the Department of Ecology and the Environmental Protection Agency to establish no discharge zones in Puget Sound 	<p>Removal of an extensive creosote-treated wooden bulkhead is underway at Penrose Point State Park. Grant funding for a feasibility study to removal shore armoring and restore nearshore habitat at Fort Townsend has been secured. Interpretive opportunities have been developed in several Puget Sound access parks.</p>
Fish Passage Initiative	<p>This initiative identifies, evaluates, and corrects barriers to anadromous fish passage in response to a law suit brought by Washington tribes against the state. This involves extensive inventory and evaluation of barriers and design and construction of capital projects to correct them.</p>	<p>State Parks has corrected two barriers at Belfair and one at Flaming Geyser. Of the 25 remaining high-priority barriers, 11 are undergoing engineering design and permitting and await construction during fall of 2013.</p>
Cultural Heritage Initiative	<p>The overarching purpose of this initiative is to develop a systematic plan for treatment and preservation of cultural and historic properties in state parks, conveying their significance and value to the public, and enlisting the public's participation and support in preserving them.</p>	<p>This initiative is in the planning stages and implementation is anticipated to begin in February 2013.</p>

Ethnic Heritage Initiative	This initiative convenes a multi-agency and stakeholder summit to set an agenda for expanding State Parks' role in preserving, interpreting and celebrating Washington's ethnic heritage.	During 2012, State Parks staff met with several ethnic heritage-oriented museums, including the Wing Luke Asian Museum, Northwest African American Museum and the Burke Museum to explore potential collaboration on this initiative.
Tourism and Local Economic Development Initiative	This initiative is intended to develop working relationships with local tourism and economic development entities to help market state parks. A second focus of this initiative is to update previous studies of the economic benefits of state parks to state and local economies and to provide this information to State Parks' advocates.	Continue promoting the park system through VCB mailings and develop new tourism partnerships.
State Electric Vehicle Loop Initiative	This initiative seeks to plan and develop a series of electric vehicle charging stations in state parks that together form regional travel loops. Loops would form the basis of an electric vehicle marketing campaign similar to birding loops developed by the Audubon Society. This initiative also explores development of electric vehicle charging stations for future agency fleet applications.	Charging stations have been installed in six pilot parks for evaluation during the next year. Results of this pilot project will help determine the feasibility of establishing statewide loops.

2 - Adopting a business management approach to park system administration		
Initiative	Description	Status
LEAN Management Initiative	The purpose of this initiative is to look at processes within the Agency and apply Lean philosophies and tools in order to remove non-value added steps. Lean is a systematic approach to continual process improvement in order to remove waste from the Agency. It is applicable to all areas of State Parks including Headquarters, Regions, and the Field.	The first major Lean project – Cash Receipt Transmittals – is scheduled to begin March 2, 2013 with the Value Stream Mapping session. A coach has been provided by the Governor's Office of Accountability and Performance and a charter for the project has been written. Smaller, less formal lean projects have been implemented at Headquarters, Regions and field including Discover Pass fulfillment.
Sustainability Initiative	This initiative proposes a renewed effort to take advantage of grants and rebates to upgrade the insulation and improve energy efficiency in outdated buildings and housing. Many parks have outdated buildings and ranger housing that is poorly insulated leading to increased utility costs. In some parks, utility costs are the second largest expense for park operation following staff costs. Puget Sound Energy (PSE) and other entities provide rebates and grants related to upgrading the energy efficiency of older buildings and housing. By way of example, South Whidbey State Park changed 85% of all lighting in 2006 and park staff estimated a 55% savings.	This initiative is underway and ongoing. Several audits have been completed, improvements completed, and rebates received.

Data Management Initiative	Agency staff has developed a plan to assess current data collected and streamline reporting in parks. A data specialist has also been included in the agency's operating budget request to coordinate data collection and reporting agency-wide.	This initiative awaits a decision on whether the agency will be able to hire a data specialist and is not yet underway.
Facilities Condition Assessment Initiative	Develop a Facilities Condition Inventory (FCI) tool to facilitate reduction of Parks' deferred maintenance backlog. By systematically assessing and reporting status, we can credibly seek funding and use all of our capital and maintenance funding and capabilities to address our deferred maintenance. The data developed in this initiative would be incorporated into the Commission Capital Program plan.	Staff was recently reassigned to the Capital Program to lead development of a comprehensive facility assessment. Initial work to adapt existing data is currently underway.
Maintenance Program Initiative	Staffing and funding for the agency's maintenance program has been significantly decreased as a result of budget reductions. This initiative will analyze the current maintenance program and needs in order to develop policy and a refined approach to maintenance and preventative maintenance within the agency.	This initiative is not yet underway.
Fees Initiative	This initiative transitions all agency fee setting into a market-based system of competitive rates for facilities and services. All elements of this initiative support the following goals: <ul style="list-style-type: none"> • Setting service fees and rates based on demand and fair market value. • Creating new market opportunities. • Harmonizing new fee policies with the Discover Pass. • Pricing for exclusivity of the service being offered. • Pricing services at or above the cost of service, except as discounted by Commission policy or state law. • Delegating most fee and rate setting to staff to maximize entrepreneurial approaches in the marketplace. 	Authority from the Commission to implement this initiative will be proposed for Commission consideration at its January 23, 2013 meeting.
Marketing Initiative	The overarching purpose of this initiative is to build and sustain a comprehensive strategic marketing program that can adapt to support agency financial needs and to promote the value of the state park system to the public. Promoting use of state parks should have, as one goal, to stimulate sales of Discover Pass and purchase of other fee-based services. Elements of this program include: <ul style="list-style-type: none"> • Marketing coordinator position. • Marketing team. • Use of contracted assistance as necessary. • Strategic partnerships to enhance reach and effectiveness of activities • Integrated strategies • Best use of free and earned marketing media • Outreach and coordination with friends and volunteers to extend efforts 	Marketing coordinator and team established. First campaign completed in 2012, and 2013 campaign outline under way. Marketing online tools developed by contractor with use and growth ongoing.

Discover Pass Business Plan Initiative	This initiative will implement a Discover Pass Business Plan prepared by Berk Consulting. The Business Plan is a three agency effort to simplify the Discover Pass program, remove customer confusion, increase marketing efforts, and increase sales potential. The Plan looks at redesigning the physical pass, developing a marketing effort within State Parks and with our sister agencies, and rethinking the sales strategy of the Discover Pass with hopes of increasing Pass clarity and revenue.	Berk Consulting is coordinating formal adoption of business plan by WSPRS, WDFW, and WDNR. Plan should be in place by January 31, 2013.
Park Enterprise Initiative	This initiative enhances retail sales of agency branded items in park gift shops, stores, interpretive centers, and online as part of the agency's digital media strategy. Contract to sell on-demand printed products such as calendars, mugs, books, posters etc. that incorporate both agency and visitor-produced images and content.	Many parks have a range of small enterprise activities that will be encouraged to continue and expand. Active solicitation of additional small-scale enterprise activities in parks has not yet started due to limited staffing.
Park Concessions Initiative	This initiative offers traditional concession opportunities (equipment rental, food services, recreational activities) on a regional or statewide level.	State Parks has signed a no-fee contract with a private firm to identify and propose concession opportunities statewide.
Advertising Initiative	This initiative advertises sales of park merchandise and offers marketing promotions to all types of businesses, non-profits, individuals and other entities. Advertising methods include web ads, ads in agency brochures and publications, and temporary in-park promotions.	State Parks has submitted agency request legislation removing prohibitions on advertising in state parks. Advertising in selected agency publications and electronic media is being actively pursued by State Parks Foundation as part of its sponsorship activities.

3 - Providing recreation, cultural, and interpretive opportunities people will want		
Initiative	Description	Status
Park Level Transformation Initiative	This initiative is a multi-phased public planning effort similar to the Classification and Management Plan (CAMP) process that seeks to develop support for individual state parks. Park transformation planning efforts will work with local government and communities to develop: <ol style="list-style-type: none"> 1. State capital and operating support 2. Park enterprise and business partnerships 3. Intergovernmental partnerships 4. Philanthropic and volunteer support 	Park level transformation planning is under way for Lake Sammamish State Park.

Park Trails Initiative	<p>This initiative aims to better match our trail system up with the kinds of trail opportunities park visitors are seeking. The State Comprehensive Outdoor Recreation Plan consistently ranks trail activities as among the most popular recreational pursuits in Washington, so opportunities exist to increase day-use attendance through improving our trail system. Elements include:</p> <ul style="list-style-type: none"> • Developing accurate trail maps for use online and in a mobile application. • Working with trail user groups to identify ways to improve our trail system to better meet their needs. • Identifying opportunities to improve access to park trails by people with disabilities • Developing and nurturing partnerships to help construct and maintain park trails. • Soliciting and developing partnerships with health care organizations to promote State Park trails as a fun way to improve health and well-being. • Developing a plan to complete the cross-state trail. • Seeking funding to develop trailhead facilities at undeveloped or underdeveloped park properties. 	<p>Several elements of this initiative are in progress:</p> <ul style="list-style-type: none"> • Trail mapping will be completed in 2013 • Staff is working with the Evergreen Mountain Bike Alliance at several parks to identify additional mountain biking opportunities. • A policy is being developed on the use of Other Power Driven Mobility Devices by people with mobility disabilities. • Trailhead projects at Nisqually State Park and the Miller Peninsula property are likely to be funded through the WWRP grant program.
Cabins Initiative	<p>The Cabins Initiative is intended to guide a potential \$3 million capital investment in statewide cabin development and generate revenue to help offset agency operating expenses. Site selection for cabins will draw together information from previous cabin initiatives and current occupancy data. The formula for maximizing revenue is a careful balance of demand factors (consumer interest and ability to rent) and supply factors (shovel-ready available buildable space, utilities, infrastructure, staff, reservation systems, etc.).</p>	<p>Planning stages of this initiative are underway. Design and construction of cabins depend on a capital budget appropriation.</p>
Park Signing Initiative	<p>This initiative will develop criteria that can be used by park managers, with assistance from region planners, to evaluate and improve their park signing. Signs are one of the primary ways we communicate with park visitors, and can play a key role in people's first impressions of our parks. Signs can welcome and guide our visitors, or they can hinder and confuse them. The focus of this initiative will include:</p> <ul style="list-style-type: none"> • Providing clear, concise, and welcoming signing between a park's entrance and its parking lot(s). • Identifying at least one model park to serve as an example for how to implement the signing criteria. • Consideration of how to develop more universal messaging for those who do not read English. • Consideration of how and when to integrate new technologies into park signs • Developing a plan for reevaluating park signing over time. 	<p>Work has begun on developing criteria for park entrance signing, and will be ready to share with park managers by summer 2013. Other initiative elements, including development of more universal messaging, and integration of new technologies, will continue to develop over time.</p>

<p>Park Events Initiative</p>	<p>This initiative includes working with Foundation, friends groups, and community groups to hold recreational events, arts performances, and festivals in state parks (e.g., fun runs, triathlons, mountain bike races, concerts, and ethnic festivals). The purpose of this initiative is mainly to entice more people to visit state parks, furthering public service, and encouraging sales of statewide access permits. Elements include:</p> <ul style="list-style-type: none"> • Expanding the agency’s Traditional and Folk Arts in Parks Program • Developing an improved online statewide events calendar • Expanding promotion of events • Preparing an events manual • Planning improvements for performance and event venues in key parks 	<p>Implementation of this initiative has begun starting with an effort to update the online statewide events calendar.</p>
<p>Recreation Programs Initiative</p>	<p>This initiative develops recreational programs in parks to help compete with other recreation providers, increase use of parks and promote sale of Discover Passes. Examples of recreational programs under development include:</p> <ul style="list-style-type: none"> • Expanding the agency's Junior Ranger program • Partnering with the National Wildlife Federation to provide Ranger Rick programs in parks. • Developing a statewide geocache program in partnership with Washington State Geocache Association. • Developing a Volkssport challenge in selected state parks. • Developing the first day hikes program as part of national First Day Hikes campaign. 	<p>Implementation of this initiative is underway.</p>
<p>Interpretation Transformation Initiative</p>	<p>This initiative transforms interpretation into a fundamental element of the state park experience. Modernized interpretive services also provide cost-effective management tools to promote new and repeat visitation, and stewardship of vulnerable state park resources. Key elements include:</p> <ul style="list-style-type: none"> • Diversifying programming and events to expand the demographic of visitors using state parks. • Maintaining and developing relevant self-guided interpretive opportunities that connect visitors to Washington’s diverse human and natural heritage in meaningful ways. • Developing an integrated digital media strategy that leverages technology to deliver cost-effective interpretive services with capacity to transcend state park boundaries. • Organizing a partnership network that nurtures growth of interdependent partnerships at the local, regional, statewide and national level. • Promoting state parks as outdoor classrooms to promote life-long learning within all of Washington’s distinct ecosystems. 	<p>Implementation of this initiative began in December 2012 with a report to the Commission on transformation of State Parks’ interpretive program. Work on a digital media strategy to guide development of the agency’s web presence is underway.</p>

4 - Promoting meaningful opportunities for volunteers, friends, and donors		
Initiative	Description	Status
Governors' State Parks Centennial; Initiative	<p>This initiative engaged Governor Gregoire to assist the State Parks Foundation in promoting State Parks' Centennial. Elements included:</p> <ul style="list-style-type: none"> • Enlisting former governors to participate in the initiative • Recording public service announcements to air on television • Holding a fundraising event at the Governor's mansion • Signing a letter asking others to support the state parks system • Supporting agency request legislation 	Governor recorded PSA encouraging people support state parks. Fundraiser held at the Governor's mansion with Governor Lowry attending. Next step is to enlist Governor Inslee to participate in the initiative.
Foundation Membership Initiative	<p>This initiative seeks to launch a membership program to increase support of parks through engaging Foundation donors, volunteers, and advocates. Elements include:</p> <ul style="list-style-type: none"> • Engaging fundraising consultant assistance to develop a more effective donor engagement strategy • Acquiring software to track and manage contributions by donors and volunteers • Expanding opportunities to participate in Foundation activities • Gaining access to contact information of Discover Pass purchasers to enlist their support of state • 	The Foundation recently received a grant to undertake this initiative. Contact information for purchasers of Discover Passes through the WILD system have been obtained through the public records request process. The level of success of this effort is dependent on our ability to acquire contact information from a majority of park donors who are presently in the car tabs program at DOL. Negotiations to acquire those names continue.
Park Asset Inventory Initiative	<p>This initiative seeks to inventory assets in key state park and identify external opportunities to develop business partnership, new enterprises, and fees. This work expands upon initiatives identified by the State Parks Revenue and Efficiency Task Force. The Foundation hired Calyx Sustainable Tourism to conduct this work and develop reports for six parks.</p>	Two inventories have been completed; one for Beacon Rock and one for Columbia Hills State Parks. Inventories for final four pilot parks are to be completed by summer of 2013.
Sponsorships Initiative	<p>This initiative develops sponsors and sponsorship opportunities in state parks. State Parks has submitted agency request legislation ascribing the leadership role of Foundation in soliciting sponsorships and coordinating and cultivating ongoing relationships with sponsors. State Parks must in turn develop appropriate ways to recognize sponsors without diminishing the experience of park visitors. The Foundation has developed a no-fee contract with a national third party sponsorship firm to identify initial sponsorship opportunities.</p>	Agency staff anticipates developing a Commission sponsorship policy to guide appropriate ways of recognizing sponsors in state parks, agency electronic and print media, and other appropriate venues. State Parks anticipates proposing a sponsorship policy for Commission consideration during spring or summer 2013. The Foundation anticipates developing a sponsorships policy to complement the Commission's policy.

Friends Development Initiative	Agency staff and the State Parks Foundation have undertaken a joint friends development initiative and are working to recruit active volunteers and interested community members to establish park friends groups. Where appropriate the Foundation also acts as fiscal agent to friends groups or assists them in obtaining their 501c3 status. This initiative is intended to better support existing groups and to recruit eight to ten new groups by June 2013. The initiative also includes holding an annual meeting of friends groups. The 2013 meeting will be combined with a volunteer camp host training	At this time three new groups have negotiated agreements pending signature. Six others have expressed interest in forming friends groups. The Foundation has recruited a friends group intern to assist groups and is focusing effort on facilitating communication among groups and planning the volunteer and friends group training conference.
Volunteer Training Initiative	This initiative is intended to improve training and support for volunteer campground hosts and park friends groups. It also includes collaboration with the Washington Federation of State Employees to clarify the role of volunteers and friends groups. Elements include: <ul style="list-style-type: none"> • Updating the Commission's volunteer policy and the agency's volunteer manual • Holding a volunteer and friends group training conference in May 2013 to conduct training, encourage information sharing and networking, and recognize volunteers for their contributions to state parks. 	Volunteer policy and manual updates are in process. Agency staff will meet with the Washington Federation of State Employees to discuss changes and anticipate proposing an updated volunteer policy for Commission consideration in spring 2013. A plan for the Volunteer and Friends Training Conference has been developed and funding has been secured for the May 2013 conference.

5 - forming strategic partnerships with other agencies, tribes, and non-profits		
Initiative	Description	Status
Interagency, Tribal, and Non-Profit Partnerships Initiative	This initiative will identify and develop agreements to manage park resources or programs with other government agencies, Native American tribes, and non-profit organizations. These agreements typically bring expertise of the partner to managing a particular resource or program, secures a financial investment by the partner, results in cost savings, or indirectly boost agency revenues. Examples include: <ul style="list-style-type: none"> • Agreement with the Fort Worden Public Development Authority to manage the park's main campus. • MOU with the City of Issaquah to improve Lake Sammamish State Park. • Interagency agreement with the City of Spokane to run recreational programs at Riverside State Park. • Co-management agreement with Snohomish Tribe for the Kukatali Preserve at Kicket Island. • MOU with Nisqually Tribe to assist developing and operating Nisqually State Park 	State Parks is pursuing potential management agreements with other agencies, tribes, and non-profit organizations as opportunities arise. Active identification and solicitation of partners has not yet started.

6 - Expanding use of land holdings for compatible private purposes		
Initiative	Description	Status
Licenses, Permits, and Easements (LPE) Initiative	This initiative requires staff to implement market-based principles and to receive fair market values for all agreements authorizing second party's non-recreational uses of park land. The initiative also directs staff to research and resolve all unauthorized uses of park land and bring these uses under modern, State Parks agreements.	This work has been under way for several years now. Property Management Staff have increased annual revenues by more than 50% over this period and expect to complete this initiative prior to 2016.
Environmental Mitigation Initiative	This initiative sells a temporary interest in designated park properties to allow restoration of natural systems as compensatory mitigation for public and private development projects. This initiative will also develop agreements with private entities wanting to develop mitigation banks where mitigation credits are sold to other public and private entities who need to offset development related impacts to natural systems. A mitigation bank would allow for large-scale restoration of degraded natural features and systems while generating revenue for park purposes. Current Commission policy requires that all proceeds from mitigation agreements be expended only on stewardship-related activities.	State Parks has a signed contract with private firm to identify mitigation sites and match them with other public or private entities requiring mitigation sites. Areas in two parks are currently being developed as mitigation sites.
Public-Private Recreational Amenities Initiative	This initiative will designate certain agency-owned lands currently held for future park development as appropriate for interim private use. These lands would be offered for lease and development of private recreation amenities that are typically open to the public and compatible with long-term park development. Proceeds from leases would be used to build a permanent endowment or trust fund, the interest from which could be used to support system-wide operating expenses.	State Parks has signed no-fee contracts with two private sector consultants. Phase I of this project has identified candidate properties to manage primarily for revenue generating purposes. Candidate properties will be approved by the Commission prior to being offered for private lease.
Surplus Lands Lease and sale Initiative	This initiative will designate lands that cannot be advantageously used for state park purposes and either offer them for long-term lease or for sale. Surplus lands historically have been either transferred to other governments or sold at auction. By statute, proceeds from sale of State Park lands must be deposited in the agency's Park Land Acquisition Account and used to purchase replacement lands only. This initiative will retain lands that would have otherwise been transferred or sold and leases them to generate revenue that can be used to support system-wide operating expenses. This initiative would also seek to change the Park Land Acquisition Account statute to allow deposit of proceeds from land sales in a permanent endowment or trust fund where interest or investment income is available to pay for system-wide operating expenses.	State parks signed no-fee contracts with two private sector consultants to identify potential lessees. Phase I of this project has identified candidate properties surplus to agency needs and appropriate for long-term lease or sale. Candidate properties will be approved by the Commission prior to being offered for private lease.

Endowment Initiative	This initiative seeks to identify a suitable government or private sector mechanism to establish a permanent endowment or trust fund. The purpose of this fund is to build a corpus or principle amount of money in an endowment or trust account from which only the interest or investment income can be expended for agency purposes. Such an endowment or trust requires management and oversight by a board or trustee. Establishing a permanent endowment or trust with proceeds from land transactions ensures that the agency's principal asset is not sold to address a short-term operational need.	Investigation of a suitable mechanism to establish a permanent endowment has not yet started.
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7 - Developing amenities and acquiring lands that advance transformation		
Initiative	Description	Status
10-year Capital Development Transformation Plan	This initiative will result in the development of an enhanced and comprehensive ranked and prioritized 10-year capital program in support of agency transformation. This refined approach will allow the agency to maximize its capital investment and facilitate the leveraging of private funds and expanded grant resources. It can also be used as an enhanced asset management decision tool to better project and extend capital program life cycle costs. Examples of transformation-related capital development include expanding the number of cabins, vacation rentals, and other rentable structures; improving park day use areas to support special events and festivals, and improving park signing to reflect greater customer focus.	Development of the 2015-25 capital has not yet started. Capital program staff is developing a capital project review process that reflects re-centralized staffing of the capital program.
Grants Coordination Initiative	This initiative focuses on developing grant requests that support agency transformation, expanded and better coordinated identification of grant opportunities, and improved grant applications. This initiative also proposes changes to the Washington Wildlife and Recreation Program's State Parks category evaluation criteria and streamlining the evaluation process.	Assigned 1.5 FTE to manage and administer the agency's statewide grants effort. A statewide grants coordination plan was prepared to guide the 2012 grant application cycle. With region planners and headquarters stewardship staff the agency applied for approximately \$19,000,000 in state and federal grants so far in the 2012 cycle.
Capital Development Partnerships Initiative	This initiative seeks to set aside funds (operating or capital) to support capital program staff participation in externally funded facilities development projects. In this way, a relatively small investment in agency staff time will leverage much larger investment in park facilities development by friends groups and other government or non-profit partners.	This initiative is not yet underway.