



# Colorado State Parks

STRATEGIC PLAN ANNUAL REPORT  
FY 05/06





Photo by Michael Alort



Photo by Martin G. Kleinsong

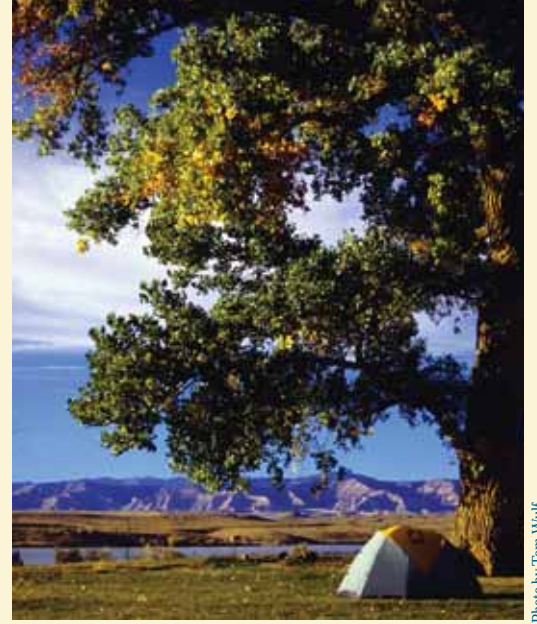


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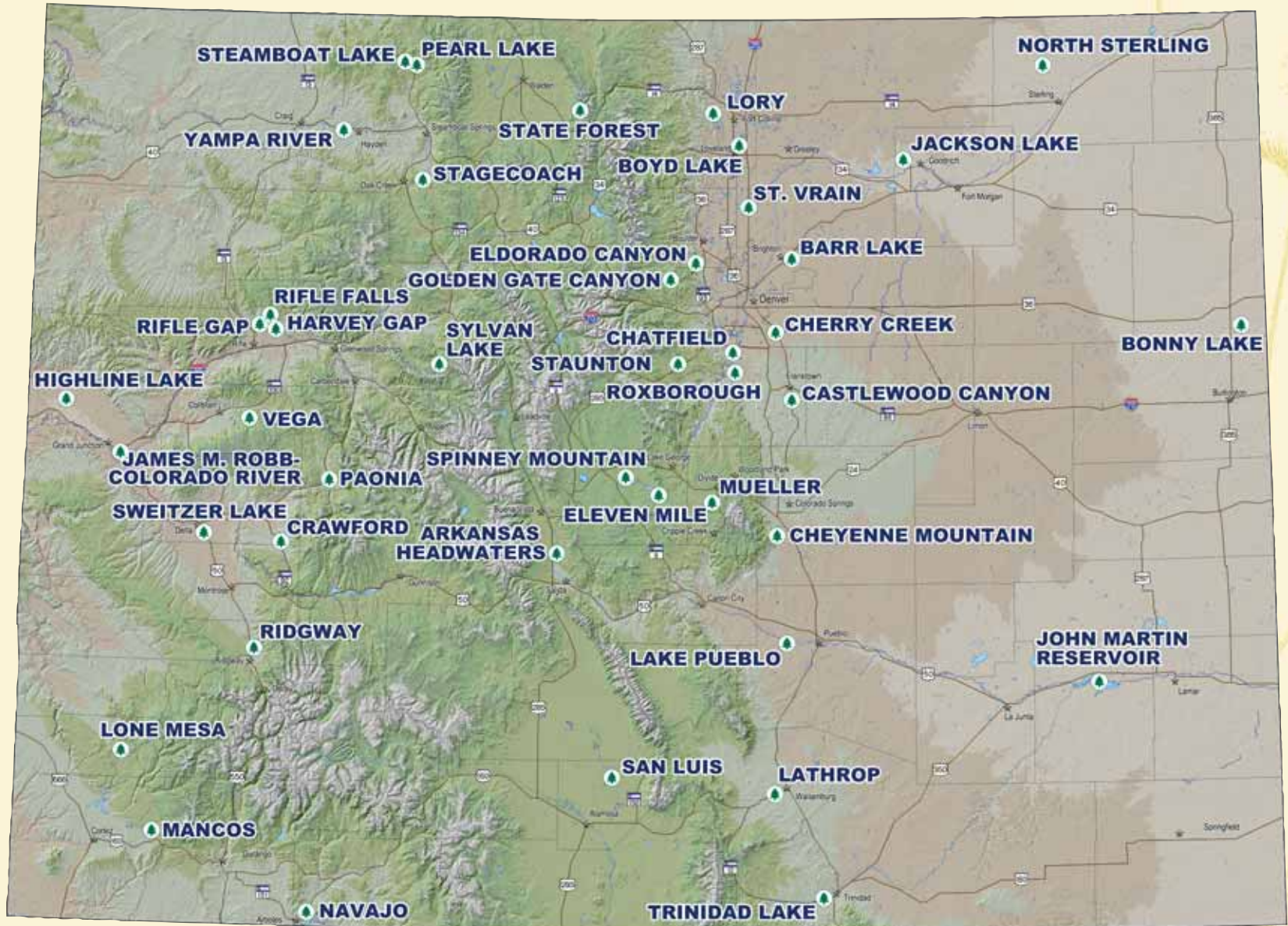


Photo by Tom Wulf



Photo by Leslie M. Barstow III

# Colorado State Parks



A scenic landscape featuring a river flowing through a valley. The river is a vibrant blue, winding through a valley with green and yellow foliage. In the background, there are mountains with patches of green and yellow. The foreground is dominated by a dense forest of dark evergreen trees. The overall scene is bright and clear, suggesting a sunny day.

*“Great things are done when  
men and mountains meet.”*

- William Blake

# Mission

To be leaders in providing outdoor recreation through the stewardship of Colorado's natural resources for the enjoyment, education and inspiration of present and future generations.

# Vision Statement

Colorado State Parks offer exceptional settings for renewal of the human spirit. Residents and visitors enjoy healthy, fun-filled interaction with the natural world, creating rich traditions with family and friends that promote stewardship of our natural resources. Parks employees and their partners work together to provide ongoing and outstanding customer service through recreational programs, amenities and services.



Photo by Frank Campbell



*“Look deep into nature, and  
then you will understand  
everything better.”*

- Albert Einstein

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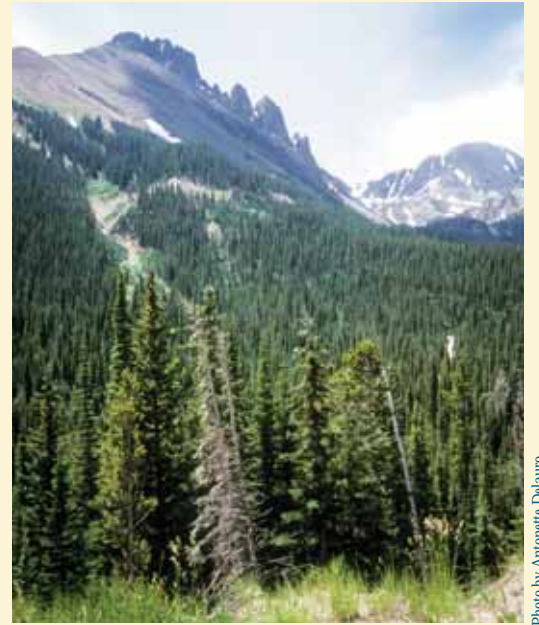
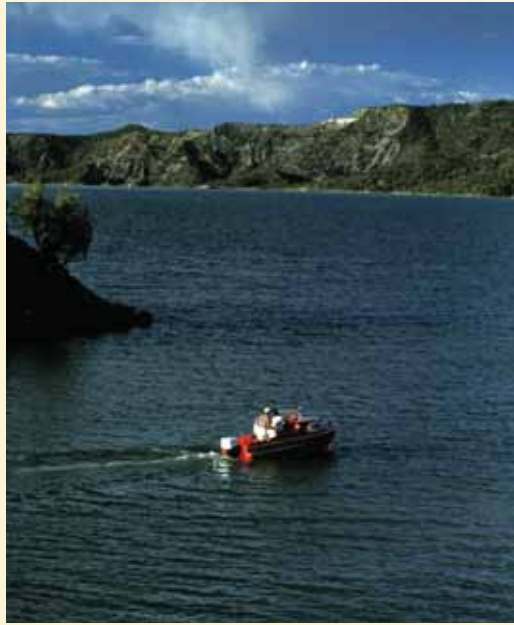


Photo by Martin C. Kleinsorge

Photo by Antonette Delauro

*"I go to nature to be soothed and healed, and to have my senses put in order."*

- John Burroughs



Photo by Martin C. Kleinsorge

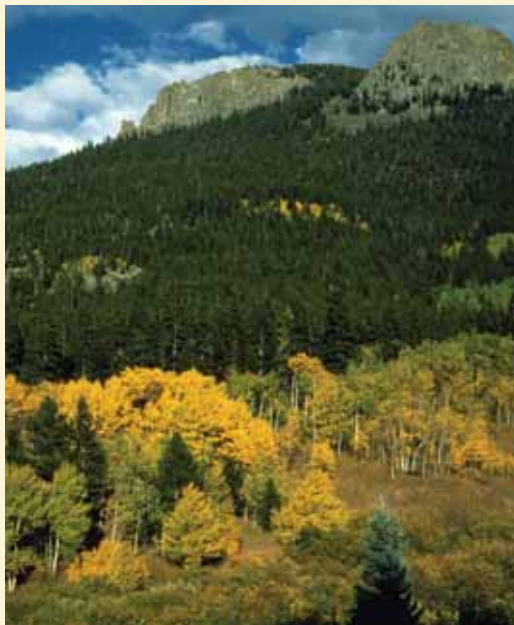


Photo by B.D. Wehrfritz







# Year In Review

I'm pleased to present the Strategic Plan Annual Report (FY 05/06) (Annual Report), based on the 2005-2009 Colorado State Parks Strategic Plan (Strategic Plan).

Since its completion in 2005, the entire Division has made considerable strides in implementing many of the highest priorities outlined in the Strategic Plan — and many of our accomplishments would not have been possible without the contributions of all 275 State Parks employees. I believe our continued success as a State Park system is integrally related to the ongoing implementation of the Strategic Plan. I want to personally thank all of the Parks staff for their hard work and continued efforts.

While extensive information is presented in the following pages, the Annual Report is not intended to provide an exhaustive account of accomplishments and priority efforts related to the Strategic Plan. The Annual Report also does not capture all of the ongoing operation and maintenance efforts of our dedicated

field staff that helped us serve over 11 million visitors in FY 05/06. Instead, the Annual Report highlights some of the major staff accomplishments from FY 05/06 that directly relate to the Strategic Plan, as well as some of the high priority actions that are currently underway to help implement the 130+ action strategies identified in the plan. Included in the report are descriptions of both large- and small-scale efforts ranging from park development and construction at Cheyenne Mountain State Park, to installation of GIS software or additional computer hardware at other selected parks. Regardless of scale, all of the efforts are fundamental to meeting goals and objectives identified in the Strategic Plan.

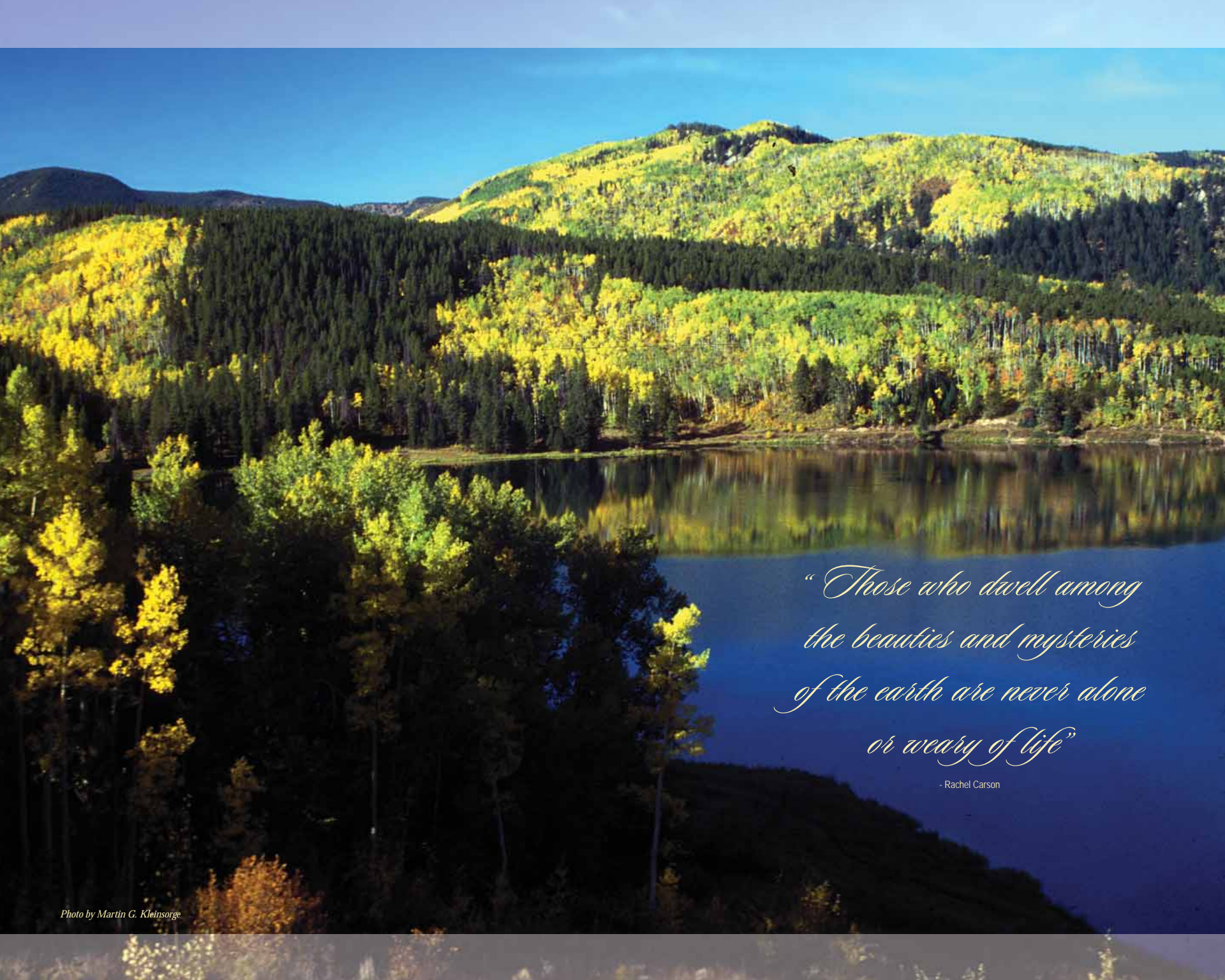
After reviewing the Annual Report, I hope that Parks staff and major funding sources such as Great Outdoors Colorado, Colorado Lottery, and Colorado citizens appreciate the wide range of Strategic Plan implementation efforts that are either underway or planned in

the near future. I also hope that the Annual Report helps bring about a more “global understanding” of some of the inner workings of the Agency. Regardless of position or title, all Parks staff play an essential role in implementing the Strategic Plan and making our State Park system one of the most admired in the country.

Again, I applaud the efforts of our Parks staff, and look forward to many achievements in the year ahead!

Sincerely,

Lyle Laverty, Director  
Colorado State Parks



*“Those who dwell among  
the beauties and mysteries  
of the earth are never alone  
or weary of life”*

· Rachel Carson



# Introduction

The 2005 Strategic Plan Annual Report describes major staff accomplishments from FY 05/06 related to the Strategic Plan, as well as some of the priority actions that are currently underway to help implement the Strategic Plan's 130+ action strategies. In many ways, the Annual Report is a celebration of State Parks' achievements from the prior fiscal year, as well as a compass, directing State Parks' priorities through the current fiscal year.

The Annual Report was developed by Strategic Planning program staff in cooperation with Leadership Team members, program and section managers, and other Parks staff that play a leadership role in implementing action strategies included in the Strategic Plan. Each fall, this document will be updated and distributed to staff, the State Parks Board, major funding sources such as Great Outdoors Colorado (GOCO), Colorado Lottery, members of the General Assembly, and other interested parties.

The main sections of the Annual Report directly follow the framework of the Strategic Plan. Specifically, the Annual Report highlights major accomplishments from the past fiscal year and high priorities for the current

fiscal year in terms of Division-wide goals related to: *Recreation; Natural Resources; Financial Services; Human Resources; Marketing; Partnerships; and Planning.*

Information described in the Annual Report is presented in a "list format" and is not intended to provide a comprehensive description of each task that is underway or planned to meet a specific goal. Instead, it provides the reader a brief summary of some of the key implementation efforts that are related to the Strategic Plan, as described by various Parks staff that assisted in development of this report.

Complementing the Annual Report will be an annual *Implementation Plan* to be distributed early each calendar year. Next year's *Implementation Plan* will specifically identify actions to pursue in the upcoming fiscal year (FY 07/08), staff serving as project leads, a comprehensive strategic planning timeline, as well as budget initiatives that will be reflected in the budget process for the following fiscal year.

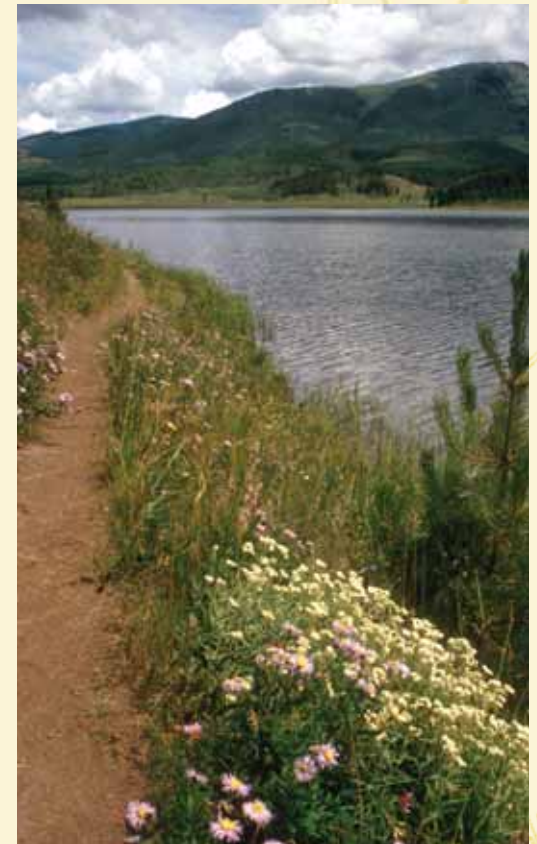




Photo by Leslie M. Barstow III



Photo by taimur Mahmood

*“Forget not that the earth delights to feel your bare feet and the winds long to play with your hair”*

- Kahlil Gibran



Photo by Leslie M. Barstow III



Photo by Tom Wulf



Photo by Michael Alori

# Recreation



## State Parks Goal:

*Provide sustainable outdoor recreation settings, statewide programs and education opportunities to keep pace with the rising demands, needs and diversity of Colorado citizens and visitors.*

## MAJOR ACCOMPLISHMENTS RELATED TO THE STRATEGIC PLAN

### Water Resources

State Parks entered into three water leases for both storage in the Upper Arkansas River Basin and leasing of water rights to enhance streamflows for boating, fishing, and other recreational activities at the Arkansas Headwaters Recreation Area.

State Parks has initiated a water market analysis on the South Platte and the Arkansas rivers to assess the relative value of water for potential long-term leasing and permanent acquisition. Short-term water leasing is an unreliable method of obtaining water for recreational water supply and therefore, a thorough analysis of water pricing and water availability is necessary to plan future budgets and prepare water acquisition contracts.

### Park Development Planning

Construction of Cheyenne Mountain State Park is ongoing with various phases of design, planning, construction, management, contracting, accounting, field work, and reporting occurring. The park opened to limited day use and trail use on October 21, 2006.

Fuel mitigation work continued in summer 2005 and summer 2006 at Staunton State Park. State Parks acquired an important 80-acre parcel of land adjacent to the park that will provide an opportunity for future access.

At St. Vrain State Park, development efforts included removal of old campsites, old roads and trails, installation of 44 campsites and a new camper services building on the old Barbour Ponds site. Additional campsites, picnic areas and other visitor amenities are planned in FY 06/07. State Parks supported the Town of Firestone in its efforts to annex land adjacent to the park and prevent construction of a major planned thoroughfare along County Road 7.

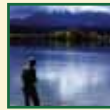
### Law Enforcement Records and Citations Management System

Began phase one to develop a basic “Law Enforcement Citation System” which will enable Parks officers to input cases and incidents, supervisors to review and approve, and Littleton Office Center personnel to administer and process. Components of phase one are: review and approval of requirements; system design and detail; database schema; testing; bug fixes; user acceptance; user training; application installation; and implementation.

### Boat Safety/Training/Registration and Off Highway Vehicles

Continued providing outstanding service to customers in vessel, snowmobile, and off-highway vehicle (OHV) registration programs by providing quality facilities, maps, and assisting in other planning efforts. Specifically, the Field Services staff developed “Stay the Trail – Responsible Recreation Education Programs” brochures, conducted numerous winter skills trainings on snow laws and operations for new park rangers and federal employees. Field Services staff also provided OHV workshops for federal employees and other OHV users to promote responsible use.

# Recreation (cont.)



## Volunteer Programs

Volunteer Program staff established collaborative partnerships with the Colorado Alliance for Environmental Education and National Association of Interpretation to provide interpretation and education training opportunities for Division staff and volunteers.

## Real Estate

Real Estate Program staff developed a priority list of land acquisition needs at existing park areas for Leadership Team approval. This list will be updated regularly.

## State Trails

State Trails staff increased the awareness of on-the-ground funding for trails and helped future grantees become more competitive in the State Trails Program grant application process. Staff developed and updated the *Grant Training Manual* and provided trainings in various locations throughout the state.

Led the public involvement process for and developed a preliminary draft *Colorado Front Range Trail Comprehensive Implementation Plan* (CFRT Plan). The CFRT Plan includes a detailed assessment of existing trail segments

and necessary trail connections along Colorado's Front Range, as well as marketing and financial strategies that facilitate completion of the CFRT. Important steps in the planning process included collecting data, developing a comprehensive database and Geographic Information Systems (GIS) coverage, and establishing a framework to identify trail construction priorities. In particular, the CFRT Plan should be used as a guide for future CFRT planning and development efforts.

## Strategic Planning

Requested release of Land and Water Conservation Fund (LWCF) dollars to carry out the upcoming *Statewide Comprehensive Outdoor Recreation Plan* (SCORP) planning process.

## PRIORITIES FOR FY 06/07

- The Capital Development Program will begin researching and developing construction standards for all new State Parks infrastructure development. Research will focus on other Colorado State agencies and LEED-NC requirements (Leadership in Energy and

Environmental Design) at other state park systems.

- Continue annual reviews of park water demands (increasing, steady, or declining). Adjust current agreements for water (management agreements with water holders, lease agreements with water holders, or pending water sale contracts) as needed.



# Recreation *(cont.)*

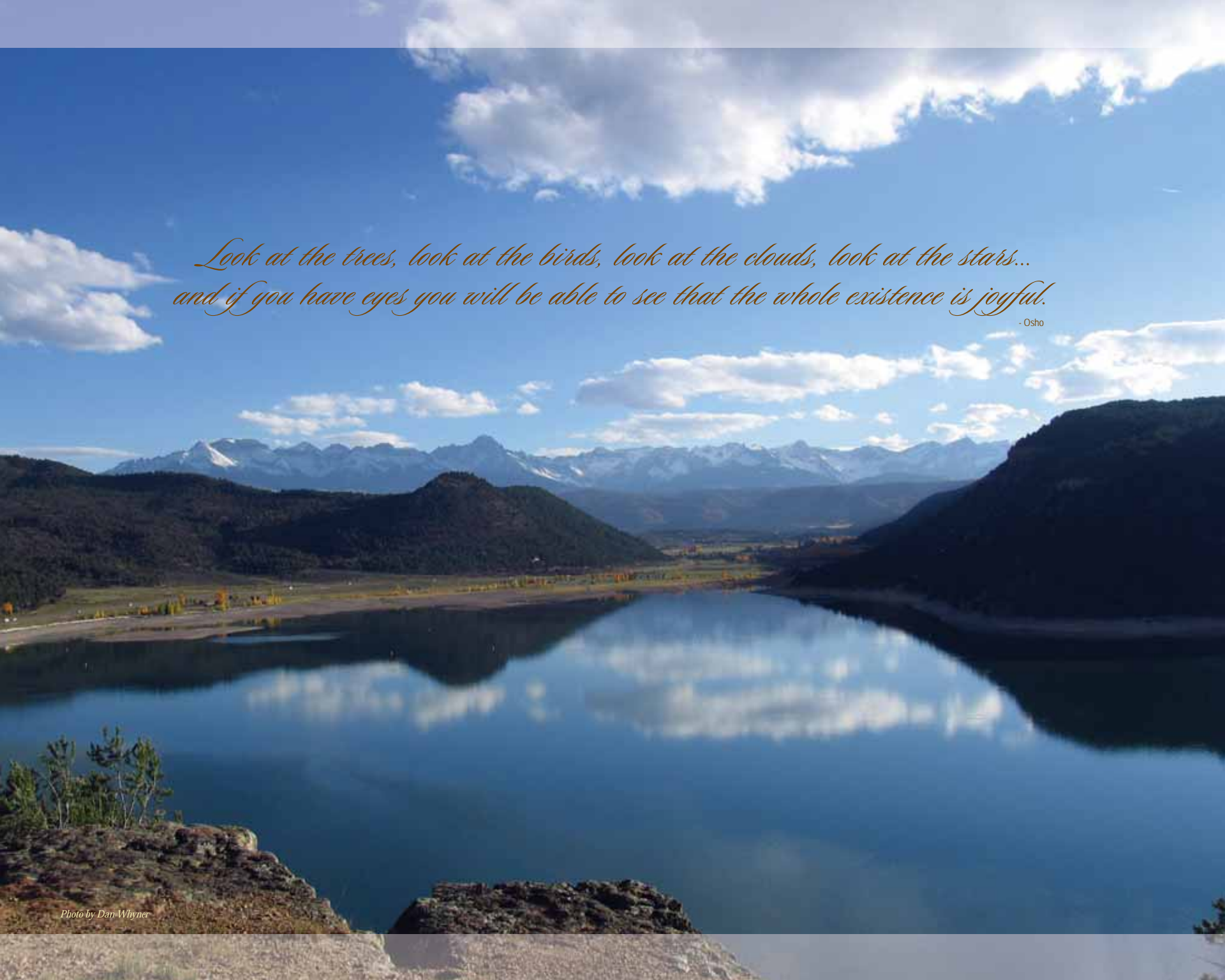


- Continue park infrastructure development at St. Vrain State Park. Continue fuel mitigation work at Staunton State Park.
- Initiate the master planning process at Staunton State Park.
- Pursue legislation to expand the educational requirements for young motorboat operators.
- Explore opportunities for expanding the Adopt-A-Trail programs and modify and improve the program as needed.
- Find and select a consultant to assist with development of the SCORP (SCORP). Begin gathering baseline data for the SCORP and develop a public involvement/ stakeholder involvement strategy. Combine efforts to the extent possible with a regional recreation forum to be carried out in at least one region of the state.
- Finalize and distribute CFRT Plan. Release bid for a consultant to assist with CFRT implementation.

- Continue providing outstanding service to customers in vessel, snowmobile, and off-highway vehicle registrations programs through quality facilities, maps, and other planning efforts.



Photo by Jennifer Lockaw



*Look at the trees, look at the birds, look at the clouds, look at the stars...  
and if you have eyes you will be able to see that the whole existence is joyful.*

- Osho





# Natural Resources



## State Parks Goal:

*Improve and sustain the ecological, scenic and scientific assets in and around state parklands through proactive stewardship.*

### MAJOR ACCOMPLISHMENTS RELATED TO THE STRATEGIC PLAN

#### Resource Stewardship/ Natural Areas

GIS software was prepared and reinstalled at three parks (Cherry Creek, State Forest State Parks, and Arkansas Headwaters Recreation Area) and software was upgraded at North Sterling State Park.

Contracted hiring of biologists for baseline inventories (vegetation, weeds, selected wildlife and geo/hydro evaluation) for remaining parks which don't have stewardship plans. Vegetation community mapping, weed surveys, and some wildlife surveys were performed at Sylvan, Harvey Gap, and Sweitzer State Parks.

Formed an interdisciplinary team of Parks staff and external natural resource scientists and experts. Staff

defined the team scope and role of the team through development of a draft charter which will be forwarded to the Leadership Team, the original strategic planning subcommittee, and other internal and external team members for review and comment.

Presented information at High Plains and Southeast region meetings to remind staff of on-the-ground actions necessary to meet stewardship objectives carried out at each park through work plans. This will require ongoing collaboration efforts with region managers and park managers to implement.

Began developing a Natural Areas communications plan that will improve the understanding and visibility of natural areas within State Parks, Colorado's conservation community and with the general public.

Two major volunteer stewardship meetings were held along with numerous site visits to natural areas to help monitor these areas. Resource Stewardship and Natural Areas staff have maintained ongoing communication with stewards. Staff held meetings with region managers and talks at region meetings to begin the implementation of State Parks staff inspection of natural areas.

Organized research studies at Golden Gate and Chatfield State Parks in conjunction with Colorado State University and the Colorado State Forest Service. This was done in an effort to collaborate with universities and state agencies and collect and evaluate natural resource information within state parks. Additional research studies are planned at other various state parks.

As part of establishing an Employee Awards and Incentives Program, Resource Stewardship and Natural Areas staff helped develop a plan for rewarding employees for resource protection efforts and being responsible stewards. At least three resource protection awards are planned for staff each year, with at least one for a volunteer or collaborating organization member.

#### PRIORITIES FOR FY 06/07

- GIS data and the ArcExplorer and ArcReader programs will be installed at Vega State Park. GIS will require ongoing support and software reinstallation at one to three parks per year. This will be done as part of regular stewardship inventory process, by contactors and seasonals.

# Natural Resources *(cont.)*



- Develop a matrix of existing baseline natural resource inventories and desired inventories (compile information from existing stewardship plans and contact all parks to fill in any gaps).
- Contract hiring of biologists for baseline inventory completion at State Forest and Lone Mesa. Weeds will be mapped at Boyd and St. Vrain State Parks. Mapping of Preble's Meadow Jumping Mouse habitat will be completed with FTE, seasonals, and contract assistance. Some wildlife surveys will be contracted (Boreal toad, Mexican Spotted Owl surveys). Some inventories will be completed by volunteers such as weed mapping volunteers used at State Forest.
- Develop a GIS plan that identifies components necessary to establish a viable GIS program for State Parks, considering personnel, servers to implement SDE and IMS, (to allow distributed use of GIS by the parks and products for use on the marketing side such as on-line zoomable maps) and connections to databases like PARKS.

- The draft *Stewardship Plan* template needs to be discussed with Leadership Team, the original strategic planning subcommittee, and then team members need to be recruited (internal and external). If volunteer expertise is not available, then the cost of hiring experts could require additional funding.
- A *Stewardship Plan* template will be formalized and presented to the Executive Team or Leadership Team for final approval.
- Continue gathering support from region managers and park managers to develop annual work plans that list resource accomplishments and targeted resource actions for the coming year, along with associated funding requests.
- Finalize a Resource Stewardship/Natural Areas Program communications plan that will improve the understanding and visibility of natural areas within state parks, Colorado's conservation community and the general public.
- Continue coordinating with various groups of academics to develop additional research agreements and studies at a number of state parks.



Photo by Taimur Mahmood



# Financial Management

## State Parks Goal:

*Develop and implement appropriate strategies to stabilize and strengthen State Parks' financial condition.*

### MAJOR ACCOMPLISHMENTS RELATED TO THE STRATEGIC PLAN

#### State Parks Revenue Committee

Members of the State Parks Revenue Committee drafted letters to all members of the Joint Budget Committee and the Senate Agriculture Committee advising them of the fee adjustments being considered by the Parks Board in FY 05/06. Met with members of both committees individually to further consult and explain the recommended fee adjustments.

Worked with the General Assembly, Governor's OSPB and DNR-EDO to gain support for user fee adjustments. The fee adjustments were approved by the Parks Board and go into effect July 1, 2006 and January 1, 2007.

#### Business Development/Marketing

Initial efforts to integrate business planning with the modified zero based budgeting effort began with the FY 06/07 budget review in April/May 2006.

Worked with the Foundation for Colorado State Parks to research and develop a plan to create a state park license plate. The license plate program will provide additional revenue for the Foundation which in turn will provide a higher level of funding support to State Parks.

Development of business plan templates, as well as definition of a business planning process, began in October 2005. State Parks Executive and Leadership teams reviewed and approved the process as well as various components. The process continues to evolve based on input from end users and new situations.

#### Capital Development

Conducted an internal feasibility study for developing an automated project tracking system. During this process, the Capital Development Program staff held meetings with region staff, financial services staff, and the Leadership Team to research and analyze procedures, policies, forms, and documents related to the capital development process. Named the automated project tracking system "CAPTRS."

#### Financial Services

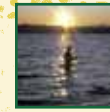
Prepared and presented a plan for facility and service reductions if general fund support was reduced by \$2.5 million. The plan was presented to DNR-EDO, Governor's OSPB, General Assembly and the public. Due to the public's support of Referendum C, the general fund support was not reduced for State Parks.

#### PRIORITIES FOR FY 06/07

- Prepare a comprehensive enterprise plan for the state park system. The plan will be presented to DNR-EDO, Governor's OSPB and the Joint Budget Committee prior to November 1, 2006.



# Financial Management *(cont.)*



- Prepare a State Parks Self-Sufficiency/Enterprise Study to meet the requirements of the JBC Footnote which reads, “The Department is requested to provide to the Joint Budget Committee a report detailing the cost allocations by all specified funding sources to each state park and also to detail the respective State Parks’ revenues from all sources. This report should also detail the Department’s long-term plans regarding the feasibility of seeking enterprise status. Such a report should specifically examine how any plans to generate additional cash revenues and increase self-sufficiency affect State Parks’ ability to meet statutory goals such as: (1) offering the greatest possible variety of outdoor recreational opportunities to the people of the State; and (2) continuously operating a program to acquire, develop, and maintain outdoor recreation lands, waters, and facilities.” This information was requested to be provided to the Joint Budget Committee by no later than November 1, 2006.

- Actions to fully integrate business planning with budget proposals will continue throughout FY 06/07, as will efforts to enhance the business planning process.
- Continue to integrate annual budgeting with priorities outlined in the Division’s Strategic Plan.
- Complete analyses for four parks with substantial amounts of Great Outdoors Colorado (GOCO) funding components. This will be the first effort to incorporate construction costs (and the analysis of cost recovery or capitalization) into the business analysis and planning effort.
- Six business feasibility assessments are planned for FY 06/07.
- Initiate development of a five-year agency-wide business plan to provide a blueprint for our business decisions, guide efforts to efficiently generate revenue, and to be used in the annual budget implementation plan process. The Business Development and Public Affairs staff will jointly develop a communications strategy/plan to help educate agency staff and key stakeholders regarding the business planning process. This may include cooperating subject matter experts from the Leeds School of Business, University of Colorado-Boulder.
- Begin phased construction of the CAPTRS database. Test each phase of the database using multiple capital development projects. Create standard operating procedures for utilizing the database for each staff section. Continue to update policies, procedures, forms and documents used within the database as appropriate.
- Create an annual capital projects calendar and standard operating procedures that clearly identify timelines for submitting, approving, and closing capital projects – for all type of funding sources (i.e. GOCO, Wallop Breaux, etc.). Create standard operating procedures (SOPs) for each staff level (Region, Project, and Park manager). Create SOPs for planning and prioritizing annually submitted capital development projects.



# Financial Management *(cont.)*

- The State Parks Revenue Committee will develop changes to the annual park pass fee structure and to discuss other changes as needed. The Revenue Committee will revise the Division's revenue manual to include updated procedures.





*“Look at the flowers - for  
no reason. It is simply  
unbelievable how happy  
flowers are.”*

- Osho



# Human Resources

## State Parks Goal:

*Motivate and enable a dedicated and customer-focused workforce.*

### MAJOR ACCOMPLISHMENTS RELATED TO THE STRATEGIC PLAN

#### Division-wide

A request was submitted to the Foundation for Colorado State Parks to provide funding support for the employee awards and incentives program. The funding request was approved and the Foundation provided up to \$3,500 for a Team of Excellence Award given at the November 2006 Employee Development Seminar.

#### Information Technology

State Parks IT staff continued to expand efforts to provide adequate hardware, software, and technical support to effectively utilize the IT projects being deployed across the Division. These efforts included numerous tasks related to ongoing operations and maintenance as well as installation and development of 80 workstations at region offices throughout the Division and five servers at Arkansas Headwaters Recreation Area, Cherry Creek, Mueller, Eleven Mile, and Yampa State Parks.

Continued to support DNR ITS efforts to migrate multi-use network (MNT) parks (which include a total of 12 parks) on to Naturenet. This will allow MNT parks to become a part of DNR's wide area network (WAN). The benefits of this are that former MNT parks will be able to share DNR IT resources such as fileserver, mail resources, and imaging resources. In addition, former MNT parks will be able to reduce license fee costs for software, access the WAN server, remotely send and retrieve email, and enjoy increased security management.

Carried out management of inventory and IT assets according to State of Colorado End User Computing Standards and Governor's OIT TCO Standards.

Expanded IT Connectivity Systems by installing MNT T-1 or DSL broadband services to five additional locations (Golden Gate, Yampa, Mueller, Lone Mesa, and Eldorado Canyon State Parks).

DoIT Server/Application Hosting – PARKS server was relocated to the State's Department of Information Technology (DoIT) for ongoing support and maintenance. This provides 24/7 server support for our critical application server and associated hardware.

Began preparation of the five-year IT Strategic Program Plan, based on the Division's Strategic Plan. The plan will highlight action strategies that are relevant to the IT program as well as other priority actions that the IT will focus on in the coming years.

Provided MDT Support (Mobile Data Terminals) for our law enforcement unit which includes software updates and maintenance. Maintenance and software updates are required to ensure system integrity and compatibility. In addition, five additional MDTs were deployed to our law enforcement units and at Pueblo, Yampa, and North Sterling State Parks.

Upgraded Voice over IP system at the Southeast Regional Office and converted hardware over to a Cisco system as we merged with Water Resource's Call Manager to enhance our system support and performance. Voice over IP is used to reduce total-cost-of-ownership by minimizing long distance call expense and monthly service fees.

IT staff led Cheyenne Mountain IT infrastructure planning and coordination efforts. This included network infrastructure design and IT equipment requirements.

# Human Resources *(cont.)*



Entrance Automation project plan was successfully completed with the assistance of IT support in evaluating connectivity needs and infrastructure requirements.

## Field Services

Formed a training committee through a team charter to assess and prioritize Division-wide training needs and development for current employees. The team charter addresses customer service, resource stewardship and asset management standards training, performance appraisal training, IT training, and development needs.

## PRIORITIES FOR FY 06/07

- The Employee Awards and Incentives Program Committee was formed in July 2006. The committee will develop the program that will be used to provide the employee awards at the November 2006 Employee Development Seminar and in future seminars.
- Plan and implement Division employee development seminar; implement work exchange program (continual ongoing project, expenses for travel-per diem and lodging); and develop

new employee orientation and training program.

- Research, plan, and develop succession/employee mentoring program.
- Continue ongoing operations and maintenance of IT infrastructure
- Deploy 40 additional desktops, 40 laptops, and 8 servers to various parks.
- Continue improving IT connectivity systems by moving an additional 12 parks to MNT.
- Ongoing DoIT Server/Application Hosting – Work with DoIT server personnel to deploy two new servers to host Law Enforcement Citations System (LECS) and new Vehicle Registration System (VRS) applications.
- Office 2003 Migration will take place Fall 2006 through Spring 2007. This will bring all personal computers up to current Microsoft Corporation standards.
- Administration of NatureNet Security through migration of six to 12 parks to DNR NatureNet.

Parks targeted for migration include Trinidad, North Sterling, Fruita, Crawford, St. Vrain, and John Martin State Parks.

- Network Infrastructure planning to enhance remote support capabilities and resource management. Parks IT objective is to bring all field offices into the DNR NatureNet domain thereby reducing the total-cost-of ownership and take advantage of Enterprise Licensing Agreements, Automated Discovery Tools, and creating a standard platform throughout the Division.







# Human Resources *(cont.)*

- Continue to enhance Help Desk Support by deploying remote support tools and increased automated processes to reduce maintenance costs.
- Complete development of the LECS to provide a centralized database that can be accessed by all State Parks Law Enforcement Personnel. This will enable staff to share citation information throughout the Division and improve overall public safety.
- Conduct ongoing IT infrastructure planning and coordination at Cheyenne Mountain State Park to ensure network efficiency and provide IT amenities that enhance the visitor's experience by providing public wireless Internet access.



Photo by Dan Whymer



Photo by Dan Whymer



Photo by Taimur Mahmood



Photo by Taimur Mahmood



Photo by Taimur Mahmood

*"Nature does not hurry, yet everything is accomplished."*

- LaoTzu



Photo by Taimur Mahmood



Photo by Leslie M. Barstow III

## State Parks Goal:

*Retain current and acquire new customers through exceptional service and by improving State Parks' visibility with innovative marketing.*

### MAJOR ACCOMPLISHMENTS RELATED TO THE STRATEGIC PLAN

#### Business Development

Completed an Entrance Automation Feasibility Study that determined the best technology to provide effective customer interaction and park management at park entrances. Based on this study, business development staff completed an analysis, including cost: benefit and GAP analysis (gap between existing situation and requirements), and presented a feasibility report to Leadership Team, DNR, and OIT/IMC.

#### Marketing

Designed, purchased, and provided adequate supply of new logo stickers in various sizes for all park vehicles and park signs. New logo was applied to all new printed materials, website pages, advertisements, banners, and displays.

Developed, maintained, and increased the distribution of effective printed individual park and system-wide brochures, seasonal attractions information and other park promotional materials. Examples of these materials are listed below.

- Area brochures (Qty. 865,500) standardized, proofed, printed and distributed to all park areas, Outdoor Recreation Information Center, Colorado Welcome Centers, the State Fair and regional offices.
- Advertisements (Qty. 25) for seasonal promotions and annual publications.



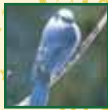
# Marketing

- Promotional materials such as State Parks banners, information booklets, State Parks calendar, and various displays in strategic locations throughout the state.
- 16 miscellaneous brochures for the promotion within and outside of individual parks and programs.

Marketing staff continues to enhance and update electronic communications through direct customer mailings and web site links. Specifically, staff consulted with Webolutions (a Denver-based website design and internet marketing firm) regarding design, training, and reporting for the State Parks



# Marketing (cont.)



e-newsletter. Creative Services staff designed a template for the newsletter, and marketing staff identified and planned stories for each issue. Extracted names of people who signed up for park updates from the website. Wrote content for e-newsletter, gathered photos and information on events. Distributed six times (June, Aug, Sep, Dec, Feb, May). Increased total subscribers from 3,426 for first issue to 7,121 for most recent issue.

Continued tracking and analyzing news releases, feature stories, and media familiarization tours to strategically increase State Parks' media exposure.

Marketing staff reviewed, edited, obtained DNR approval, and distributed over 191 weekly news releases based on seasonal activities, special events, etc. Wrote and pitched periodic seasonal feature stories. Compiled and maintained press release calendar with yearly activities. Continued building relationships with key media contacts.

Participated in eight high profile and profitable trade and travel shows in Colorado and surrounding states. Through trade shows, staff sold \$39,239 in passes and reached over 150,000 people.

Marketing staff researched, designed, and purchased portable displays for each region to be managed and distributed to parks by regional offices. Each region also received two (10' x 10') pop-up tents and two green logo table covers.

Produced a special events manual to serve as a reference for parks.

Established a chartered Web Committee to review and recommend improvements to the State Parks' website, working closely with DNR Web Manager. Developed business and operating rules; selected desired design features (i.e., "comps"); reported periodically to Leadership Team and other staff; and drafted a redesign development strategy and schedule.

Marketing staff began implementing a consistent theme, image, and message in all ad placements. For example, the "Color...ahhh...do" headline was used in all annual advertising.

The *Media Relations Guidelines & Special Events Manual* was distributed electronically to park managers in March 2005.

Developed three or more marketing campaigns that targeted infrequent state parks users and promoted the diversity of

activities available in the parks, as well as year-round use, beginning in April 2005 (i.e., the Spring Wildflower, Fall Colors, and Holiday marketing campaigns).

Distribution of various State Parks brochures began at eight Colorado State Welcome Centers in June 2006. The Welcome Centers statewide receive a total of one million visitors annually. This year brochures were also distributed at eight out-of-state travel shows.

In an effort to attract additional visitors that are interested in State Parks but may not know much about our resources, marketing staff included ads in the following publications: *Official State Visitors Guide*, *Woodall's*, *Colorado Directory*, *Encompass AAA*, *Rocky Mountain Sports*, *Mt. Gazette*, *Inside/Outside Magazine*, *Colorado Vacation Planner*, *Camp Colorado*, and *RV Journal* reaching a total of 2.16 million people. In summer 2006, additional ads were placed on the *Colorado Explorer Program* on the WB2 network (reaching 25,000 people) and on the Frontier Airlines *Local Color/Local Scene* TV in-flight program (reaching 1.28 million people).

# Marketing *(cont.)*



## Park Outreach

All parks in each of the three State Park Regions hosted at least one public event during FY 05/06. Some of these events included kids fishing tournaments, bicycling events, Christmas tree cutting, birding programs, interpretive and educational programs and walks. A few examples of larger annual events include the Street Rod event at Pueblo State Park, Aspen Day at Mueller State Park, Colorado Cares Day at several parks, Vulture's Day at Castlewood Canyon State Park, and an Annual River Cleanup at the Arkansas Headwaters Recreation Area.



## PRIORITIES FOR FY 06/07

- Review *Entrance Automation Plan* with Executive Team; approve plan and schedule; and develop RFPs or BID documents to provide standard procurement specifications for parks and regions to use in the purchase of entrance automation equipment. Preliminary focus will be on cash registers with bar code scanners and credit card functionality, as well as Iron Rangers; set up and begin a pilot/test process.
- Future audiences for the e-newsletter will be expanded to include special user groups (Registered OHV/boat/snowmobile users, camping reservations, trade show attendees, Denver Office customers, purchasers of annual passes).
- Monitor the brochures provided to the Welcome Centers and reprint accordingly.
- Reprint the *Steppin' Out Guide* to distribute through medical offices, parks, and other avenues.
- Explore the possibility of a geocaching program (an adventure game for GPS users where

individuals and organizations set up caches all over the world and share the location of these caches on the Internet) involving all the parks.

- Complete ongoing updates to media database (emails, fax, contact names, addresses) and sort by park and region. Maintain regularly as information changes. Subscribe to appropriate media database services (Kelly Communications or PR Newswire MediAtlas) and tracking services such as VMS and Colorado Press clips. Track news releases picked up in media by maintaining news clips tracking spread sheet (currently in Excel) from print clips received every week.
- Marketing staff will advise other Park staff on organizing event representation at community events. This may include methods of determining staffing needs at particular events (e.g., staffed by a park employee/volunteer versus an unmanned display with brochures, giveaways, display board, tent, and sponsorship opportunities). Each situation will be unique and evaluated by the appropriate Parks staff as to determine the best way to be involved. Several parks

# Marketing *(cont.)*

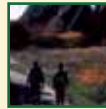


have used local marketing funds for special events, open houses, etc. *The Special Events Guide* was produced as a reference for parks.

- Since many parks are currently participating in community events (external to the park), a survey will be sent out to gather this information by region. The second part of the survey would inquire which events we are not participating in but staff believes we should. Recommendations will be made based on this information as to the 10 “best” events to participate in.
- The website redevelopment effort began in July 2006 and is scheduled to be completed in November 2006. Redevelopment will correspond to DNR and State Web standards as well as selected look and feel criteria (from FY 05/06.) Design will use best appropriate technology. The website redevelopment team will provide regular status reports to Parks Leadership and all other staff.

- The education and training of internal and external media communications procedures will be ongoing as the need arises. The *Media Relations Guidelines & Special Events Manual* will be reviewed, updated, and printed annually.
- Implement the Spring Wildflower, Fall Colors, and Holiday marketing campaigns to continue targeting infrequent State Parks users and promoting a diversity of activities.
- Continue hosting at least one public event annually at each park to attract first-time visitors.





# Partnerships

## State Parks Goal:

*Strengthen partnerships and strategically engage new partners to achieve common goals and mission.*

### MAJOR ACCOMPLISHMENTS RELATED TO THE STRATEGIC PLAN

#### Human Resources

Updated the database of retired State Parks employees and added or deleted names as needed. Confirmed addresses and shared contact list with Carolyn Armstrong (who is heading up a retired State Parks Employees organization).

#### Water Resources

State Parks served as a co-cooperator with the U.S. Army Corps of Engineers for the reallocation of the 20,600 acre-feet of water in Chatfield. State Parks is an active participant in the current Environmental Impact Statement.

State Parks served as an active participant in the Environmental Impact Statement for the enlargement of Pueblo Reservoir for additional storage space to be used for recreational purposes.

#### Park Outreach

All parks met a minimum of twice annually with county commissioners, municipal officials, chamber of commerce, tourism offices, and other local officials.

#### Corps Cost Share

Prepared and sent a request to U.S. Senator Salazar and U.S. Senator Allard for federal fund support for Army Corp Cost Share projects at Cherry Creek, Chatfield, and Trinidad State Parks.

#### Park Signage

With the help of the Sign Committee, meetings have been held with the Lottery and GOCO to ensure recognition of their financial contributions to State Parks. This includes signs and printed media. Signs at parks are already in place or are being replaced with signs updating our logo and recognizing our current Division financial partners.

#### Marketing

Formed partnerships with the following groups: the Colorado Tourism Office, through participation in the Tourism Promotion Committee, Colorado Welcome Center Host Program, and

the Governor's Tourism Conference; the \$35 Million "Cash Spectacular" promotion with the Colorado Lottery; "Big As All Outdoors" (where Annual Passes were traded for booth space at two trade shows); the Colorado Welcome Centers (with the placement of brochure racks); and through yearly Annual Pass promotions to various groups for marketing purposes.

#### State Parks Board

Expanded State Parks Board member involvement to accomplish agency priorities through State Parks programs and park manager briefings and board member attendance at relevant meetings. For example, State Parks Board members were invited and encouraged to attend the Park Manager spring meeting, staff retirement parties, CORRP meetings and legislative hearings. State Parks Board members increased their involvement and participation in these meetings and functions.

#### Colorado General Assembly

To secure ongoing support for State Parks priorities, Statewide Programs staff prepared and implemented an outreach plan for our congressional delegation members and other Parks

# Partnerships *(cont.)*



staff. In addition, staff provided tours and presentations of Cheyenne Mountain, Golden Gate Canyon, Staunton, and Cherry Creek State Parks.

Prepared and provided legislative priority list for 2006 Legislative Session to DNR-EDO and the Governor's OSPB. Conducted meetings with individual members of the Joint Budget Committee prior to the Legislative Session to provide information and address any questions about the parks and programs.

Provided information on and justification for legislation that added a member representing the GOCO Board to the State Trails Advisory Committee. Various Denver and Littleton staff provided testimony at Legislative Committee Hearings. The Legislation passed and became effective July 1, 2006.

## **Volunteer Programs**

Expanded opportunities for Colorado's youth to develop an awareness of natural resource stewardship and outdoor recreation by providing 52 weeks of youth corps projects at 28 state parks, benefiting 188 crew member/crew leaders statewide; finalized, printed and distributed Kids' Adventure Coloring Book; and organized several VOC youth projects at various state parks.

Provided an "Introduction to Interpretation" training for 25 participants. Training was geared toward new employees and covered basics of interpretation, how to host trainings for seasonals and volunteers, how to promote parks and programs, and volunteer management tips.

Provided resources for 26 FTE, seasonals, and volunteers to attend Colorado Alliance for Environmental Education's "Teaching Outside the Box Conference." The theme was "Creative Uses of Nature in Education" and included workshops on natural and cultural history, stewardship and volunteer management. Several participants served as workshop presenters - content planning for these workshops was coordinated by Volunteer Program staff.

Provided resources for a total of 32 staff, seasonals and volunteers to attend two trainings: National Association of Interpretation Certified Interpretive Guide Training (August 9-12) AND Master Naturalist Training (Sept. 5-9). In general, both trainings provided tips and/or taught skills on how to deliver more effective interpretive programs at parks.

The Volunteer Program offered a Volunteer Database training at various locations around the state and on-going training support provided via email and phone; local trainings through volunteer centers such as Metro Volunteers and local chapters of Directors of Volunteers in Agencies (DOVIA); and three individual park and program training needs were met through site visits to individual parks where tailored trainings were conducted by staff.

Developed a draft five-year Volunteer Program Plan based on the Division Strategic Plan. Held five public focus group meetings around the state and conducted on-line surveys to gather additional input. Solicited staff and external review group comments on final draft plan in October and November. Finalized plan in December in preparation for Leadership Team review in January 2006.

Volunteer Program staff solicited additional volunteers through advertisements in Workamper News, Metro Volunteers, Points of Light, and Directors of Volunteers in Agencies (DOVIA), Colorado State Parks, and Volunteers for Outdoor Colorado (VOC) publications.





# Partnerships *(cont.)*



Developed a comprehensive, ongoing strategy to increase volunteer retention.

Took necessary steps to assure that existing statewide “umbrella” Friends 501(c)-3 status remains current. Held initial kick-off meeting with various staff to discuss strategy for continuation of Friends’ efforts.

## PRIORITIES FOR FY 06/07

- Each park will continue outreach efforts at least twice a year with county commissioners, municipal officials, chamber of commerce, tourism offices, and other local officials.
- Continue to serve as a co-cooperator with the U.S. Army Corps of Engineers for the reallocation of the 20,600 acre-feet of water in Chatfield. Continue to participate in the current Environmental Impact Statement.
- Continue to be an active participant in the Environmental Impact Statement for the enlargement of Pueblo Reservoir.
- Continue to expand State Parks Board member involvement by providing program overviews

and briefings at State Parks Board meetings. Arrange tours and presentations of various State Park areas and projects in conjunction with the monthly Parks Board Workshops/Business Meetings. Continue to provide Legislative weekly updates and Committee Meeting schedule notices to State Parks Board members.

- Continue to coordinate and update the retired park employee database. Encourage participation of retired employees and keep them updated on upcoming events. Encourage them to volunteer their services to parks.
- Will prepare and send a request to Colorado’s Congressional delegation for federal fund support for Army Corps Cost Share projects at Cherry Creek, Chatfield and Trinidad State Parks.



# Partnerships *(cont.)*

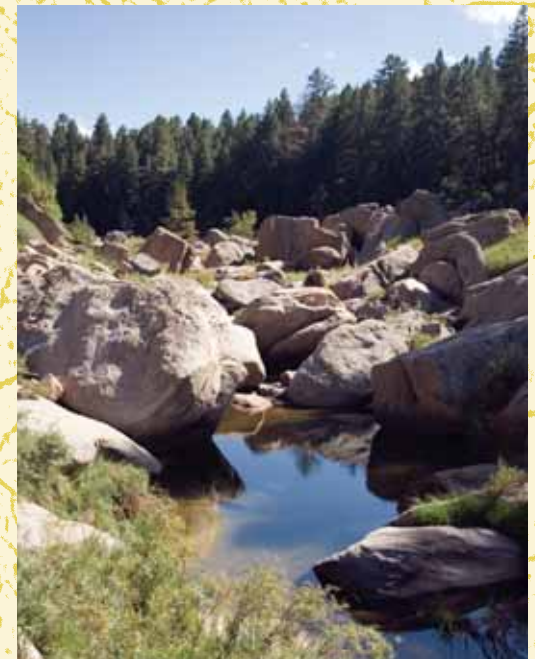



- Prepare and implement the outreach plan for Congressional delegation members and staff. The plan will include tours and presentations of projects at Cherry Creek State Park, Chatfield State Park, Lake Nighthorse and other parks of interest.
- Prepare and provide a legislative priority list for 2007 Legislative Session to DNR-EDO and the Governor's OSPB.
- Approximately 52 weeks of youth corps projects will be completed at 28 state parks, benefiting approximately 160 crew members/crew leaders statewide.
- Volunteers for Outdoor Colorado youth project at Lory State Park involving approximately 60 youth participants.
- Provide resources for 20-30 staff, seasonals and volunteers to attend National Association for Interpretation (NAI) certified trainings, including Certified Interpretive Host (CIH), Certified Interpretive Guide (CIG), and Certified Interpretive Trainer (CIT). In general, trainings provide tips and/or teach skills on how to deliver more effective interpretive programs at parks.
- Provide training for 35-45 GOCO seasonals and their supervisors in July 2006 at Sylvan Lake State Park. Topics include volunteer management basics, interpretive techniques, and marketing tips. Also provide opportunity to network and see other programs in action.
- Continue to provide Volunteer Database training; training through local volunteer centers and DOVIA; and, trainings to meet the needs of individual parks and programs.
- Participate throughout the year in communications with the public through community newspapers, fairs, festivals, trade shows, and other community events to promote volunteer opportunities at Colorado State Parks.
- Recognize staff and volunteer efforts by providing awards to parks/programs that record the highest number of volunteer hours and provide awards to parks/programs that show remarkable creativity and growth with their programs.
- Recognize staff and volunteer successes through highlights in *On Our Screen* and *Diggin' In* newsletters.
- Develop statewide guidelines based on tiered approach for volunteer recognition; solicit feedback on recognition guidelines from the Volunteer Committee, Leadership Team, staff and volunteers; communicate recognition options to park managers and all coordinators of volunteer programs by distributing guidelines. Create official recommendations that are approved by the Volunteer Committee for providing formal and informal incentives, awards and rewards for staff's achievements and innovations around volunteer management.



## Partnerships *(cont.)*

- Hold meetings across the state with Friends representatives and park staff to gather input. Based on input, draft recommendations on the future structure of Friends groups for Leadership Team review. The purpose of these efforts is to standardize statewide policies and procedures and incorporate reporting processes on the financial viability and sustainability of Friends groups.
- The Sign Committee will develop a total cost for the replacement of all signs and printed media to include the new logo.
- State Parks will continue to coordinate and assist in implementing the *Statewide Comprehensive Outdoor Recreation Plan (SCORP)*. Specifically, State Parks will continue to work with local governments and recreation officials to allocate LWCF funds through the State Trails Program grant process; marketing the SCORP through media releases, correspondence, and direct contacts; and engage outdoor recreation and tourism stakeholders in the Governor's Annual Tourism Conference.
- Select a region of the state to carry out a regional forum based on recommendations included in the SCORP; organize and facilitate at least two meetings with participants; and develop and distribute a summary report.
- Continue to represent State Parks and play a leadership role at the Colorado Outdoor Recreation Resource Project (CORRP) committee meetings.
- Continue examining ways to expand The Foundation for Colorado State Parks impact, using effective models demonstrated by other government agencies and non-profit organizations. For example, distribute the Foundation brochure through each state park and regional office and include the Foundation logo on any materials funded by the Foundation.



A scenic landscape featuring a river with a canoe, lush greenery, and snow-capped mountains in the background. The river is calm, reflecting the sky and the surrounding vegetation. The mountains in the distance are rugged and covered in patches of snow. The foreground shows a dense forest of green trees and bushes along the riverbank.

*"Study nature, love nature,  
stay close to nature. It will  
never fail you".*

- Frank Lloyd Wright



# Planning

## State Parks Goal:

*Apply effective, accurate, and reliable information for the analysis, planning and implementation of all decisions.*

### MAJOR ACCOMPLISHMENTS RELATED TO THE STRATEGIC PLAN

#### Field Services

Reviewed Division Directives and identified those that need to be updated and distributed.

Added information on agency rules, regulations, policies and procedures, as well as Executive Orders to the Employee Orientation Program.

#### Strategic Planning

Coordinated with the National Park Service to secure funding for the *Statewide Comprehensive Outdoor Recreation Plan* (SCORP).

Developed a procedure and timeline for producing the Strategic Plan Annual Report to assess the Agency's accomplishments in meeting the goals of the Division's Strategic Plan.

Distributed Action Strategy Worksheets to the Leadership Team and other program and section staff to obtain information on steps being taken to meet the goals of the Division's Strategic Plan. Used this information to prepare the annual DNR Budget Implementation Plan.

Developed a template program and section plan that supports the Division's Strategic Plan.

Developed a preliminary timeframe/schedule for completing a park management plan template. Began soliciting feedback from park managers on park management planning needs.

#### Business Development

Developed an evaluative tool that will be used to assess existing parks and proposed additions to the State Parks system. The purpose for the evaluation of existing State Parks is to apply standardized parameters to assess existing park conditions and develop improved planning strategies. For proposed properties, the intent is to apply a standardized assessment tool (which relates closely to the evaluation applied to existing parks) so that new additions

to the systems have a high probability of success within the Parks system.

Completed planning and design of a visitor survey. Business Development staff developed draft methodology, survey instruments, techniques, staffing requirements, and schedule. Reviewed survey instrument with Leadership Team and field staff; finalized methodology; instruments, techniques and schedule; and developed a database structure and data entry techniques. Attended regional meetings to discuss proposed process, workload and schedule with field staff.

#### PRIORITIES FOR FY 06/07

- Determine who will be responsible for updating the Division Directives.

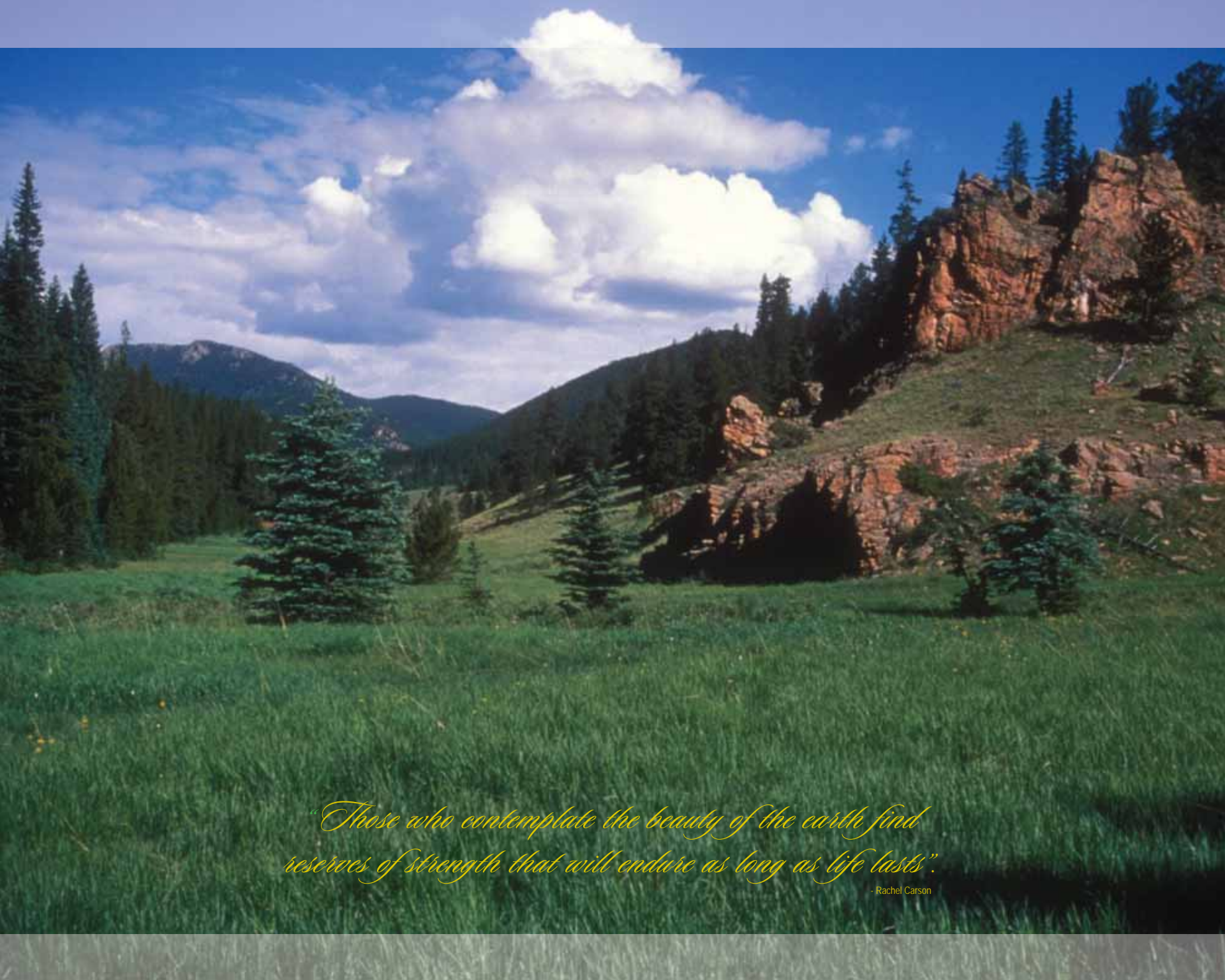


Photo by Paul Winters • www.hightcountryaerife.net

# Planning *(cont.)*



- Update the *Law Enforcement Operations Procedures Manual*.
- Continue to refine development of an evaluative tool that will be used to assess existing parks and proposed additions to the State Parks system. Apply standardized parameters to assess state parks and develop improved management strategies. For both existing and proposed areas, the intent is to ensure that acquisition and development is consistent with State Parks' Mission and statutory responsibilities.
- Secure funding and consulting services to conduct a 12-month duration visitor study focusing on updating visitation estimation parameters, demographics, statewide recreational trends and preferences, and visitor expectation and satisfaction.
- Secure consulting services to assist with development of the 2008 *Statewide Comprehensive Outdoor Recreation Plan (SCORP)*. Initiate the public involvement and data gathering elements of the plan.
- Support efforts of program and section staff to complete five-year program and section plans based on the Division's Strategic Plan.
- Form a Park Management Planning Committee to continue to gather additional input on park management planning needs and develop a draft management plan template. Present final template to Leadership Team for review and approval in spring 2007.
- Begin developing a park management plan for at least one state park in each of the three State Park regions.
- Research, plan, and develop New Employee Orientation/Training program.
- Develop and distribute the *Strategic Plan Annual Report* (FY 05/06) to all staff.
- Develop and distribute the first annual *Strategic Plan Annual Implementation Plan* to all Parks staff in early 2007.



*“Those who contemplate the beauty of the earth find  
reserves of strength that will endure as long as life lasts.”*

- Rachel Carson



## Colorado State Parks

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