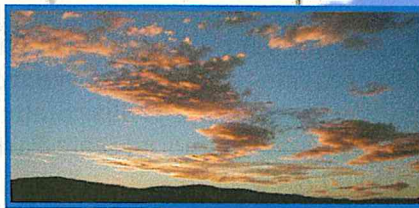




Donner Memorial State Park



Kings Beach Recreational Area



Tahoe State Recreational Area



Sugar Pine Point State Park



D.L. Bliss State Park



Emerald Bay State Park



Washoe Meadows State Park

# Sierra State Parks Foundation Strategic Plan

*Our 20/20 Vision*





*The Sierra State Parks Foundation (SSPF) believes that the Lake Tahoe and Donner area California State Parks are unique treasures worthy of our support. We fund projects and educational programs that connect people with our rich natural resources and cultural heritage. Because of this work and advocacy our parks will continue to be places of education and inspiration for generations to come.*



As the official Cooperating Association for California State Parks in the Lake Tahoe and Donner region, SSPF provides support to seven iconic parks: Washoe Meadows State Park, Emerald Bay State Park, DL Bliss State Park, Ed Z'Berg Sugar Pine Point State Park, and Donner Memorial State Park, as well as, Tahoe and Kings Beach State Recreational Areas.

The seeds for the creation of the Sierra State Parks Foundation began in 1968 when a group of citizens formed a committee in response to plans by the California Department of Parks and Beaches to replace the Hellman-Ehrman Mansion with a lakeside campground. Through advocacy and collaboration with the State of California, the committee was able to protect one of the most spectacular historic estates on the shores of Lake Tahoe.

SSPF has developed and broadened our mission from a single focus foundation, to one that now supports seven parks in the Sierra District along the shores of Lake Tahoe and Donner Lake. In each of these parks, the Foundation has worked with our donors and State Park partners to enhance the visitors experience by supporting visitor centers and interpretive displays, restoring site properties and artifacts, and creating educational opportunities. All of these efforts allow the Sierra State Parks Foundation to celebrate the heritage and scenic environment of our region with visitors from around the world.



The success of the California State Parks system in providing diverse recreational opportunities to all and preserving our treasured natural and cultural resources is increasingly reliant on the effective achievements of cooperative associations like the Sierra State Parks Foundation. The Sierra State Parks Foundation has a proven record of funding projects and programs consistent with its mission. Without these efforts, we would lose many of the historic and cultural icons located in the Lake Tahoe-Donner California State Parks region. While the Sierra State Parks Foundation is committed to enhancing the park visitors' experience through the strategies depicted in this report, it cannot do it alone.

We ask that you join us in creating a Lake Tahoe-Donner State Parks experience that lasts a lifetime. For more information on how you can help, please visit our website: [www.SierraStateParks.org](http://www.SierraStateParks.org).



## Sierra State Parks Foundation...

### Educates

- ◆ Paid for State Park permanent and seasonal interpreters where none otherwise exist
- ◆ Published videos and written materials
- ◆ Sponsored Living History Day and other programming
- ◆ Over 27,000 visitors experienced historic house tours provided by SSPF in 2016
- ◆ Over 5,000 school children visited our state parks with SSPF program support in 2016

### Interprets

- ◆ Operated house tours and visitor centers for Vikingsholm and the Hellman-Herman Estates
- ◆ Provided interpretive panels and other exhibits
- ◆ Supported the operations of the Donner Visitor Center
- ◆ Sponsored events that link our cultural and natural history heritage.
- ◆ Supported Junior Ranger and Campfire Programs
- ◆ Newly funded State Park educator positions provided 65 programs visitors in 2016 with an expected 50% growth annually

### Restores

- ◆ Vikingsholm sod roof, electrical system, courtyard
- ◆ Hellman-Ehrman Estate roof, porch plaster, gardens
- ◆ Funded trail maintenance projects
- ◆ Supports professional studies for the improvement of our parks
- ◆ Granted State Parks \$67,000 for the engineering study and site plan to begin the restoration of the Pioneer Monument
- ◆ Funded State Park restoration specialists and gardeners for the upkeep of the Hellman-Ehrman Estate and Vikingsholm
- ◆ Provided 14 interpretive trail panels to promote both conservation and education
- ◆ Sugar Pine Point South Boathouse repairs completed

### Preserves

- ◆ Promoted Black Bear education
- ◆ Provided curatorial support for historic homes
- ◆ Provided a strong volunteer program to support our parks
- ◆ Maintained the Olympic Snow Trails for free usage
- ◆ SSPF provided groomed XC trails created recreation and new experiences to over 10,000 visitors in 2015.

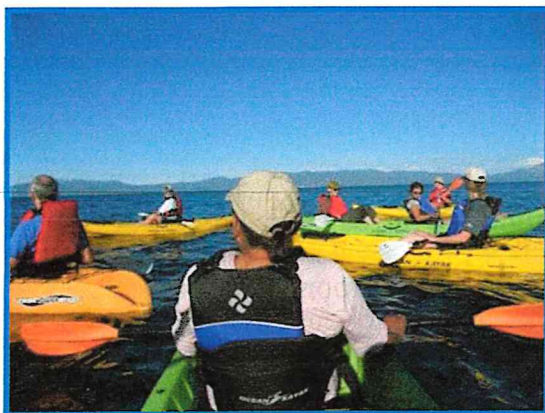
## The Sierra State Parks Foundation...



- ◆ **Ensures** the best use of each dollar we receive through fiscal prudence, operational efficiency and SSPF mission alignment to fund our business plan imperatives
- ◆ **Nurtures** collaborative, respectful relationships with Department of Parks and Recreation (DPR) partners and staff as well as other key stakeholders
- ◆ **Makes decisions** consistent with its mission and of California State Parks
- ◆ **Honors** the core values of DPR with an unwavering commitment to integrity, environmental respect, innovation, cultural diversity, partnerships and public safety
- ◆ **Is passionate** about preserving the legacy of our State Parks for the enjoyment of our visitors for many generations into the future



Heidi Doyle presenting \$30,000 to Sierra District Superintendent Marilyn Linkem



SSPF sponsored full moon kayak tour

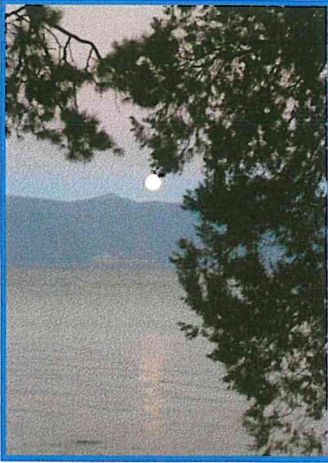


Living History Day at Sugar Pine Point State Park

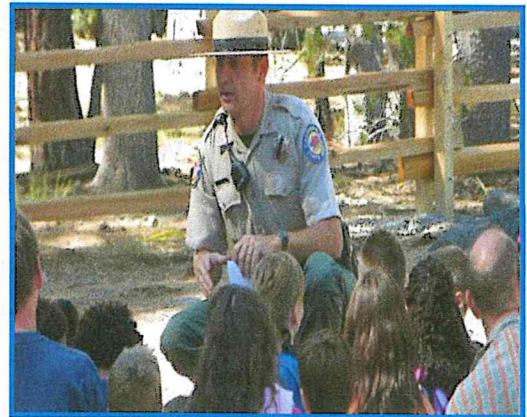
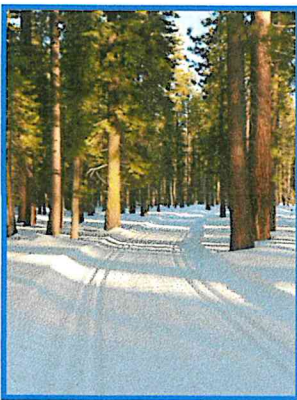


# Our 20/20 Strategic Goals

Given our commitment to our vision and values, as we look towards the future, the Sierra State Parks Foundation has developed the following strategic goals:



- ◆ **Partner with Tahoe-Donner State Parks to fund projects and educational programming that connect people with our rich natural resources and cultural heritage.**
- ◆ **Develop Advocacy Platforms supporting the California State Parks' mission.**
- ◆ **Strengthen financial sustainability.**
- ◆ **Expand fund development.**
- ◆ **Develop and implement a marketing plan.**
- ◆ **Strengthen the organizational structure.**



## *Mission Statement:*

The Sierra State Parks Foundation provides critically needed financial and professional support to the Lake Tahoe-Donner Sierra State Parks for education, restoration, and cultural and environmental preservation in partnership with California State Parks.

*...educate, interpret, restore, and preserve*



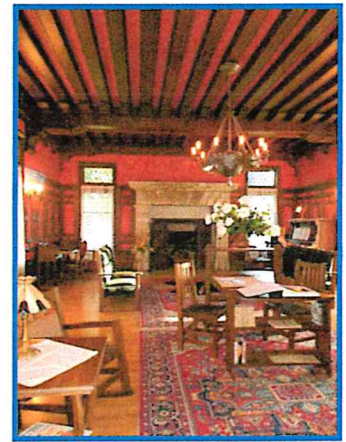
# Partner with Lake Tahoe-Donner State Parks

## The Sierra State Parks Foundation...



### Strategies:

- Develop a system of regular communication at all levels to include parks, contractors, other government agencies, and donors to shorten time between fundraising and completion
- Develop a system to identify and prioritize unfunded and underfunded park projects and educational programming
- Work with California State Parks and State legislature to identify barriers to project completion and work to find solutions
- Match California State Parks interests with identified projects creating opportunities for matching funds and other partnerships
- Work with our local State Parks to increase recreational opportunities
- Further develop and expand interpretative and education programs



Interior of the Hellman-Ehrman Estate



SSPF Board with State Park Director Lisa Manget and Parks Transformation Team Leader Steve Szalay.



Pioneer Monument



# Develop Advocacy Platforms

## Strategies:

- Become visible park proponents in our local communities and develop community alliances
- Work with the State legislature for funding support and solutions to barriers to park visitation



SSPF Summer Intern at Kings Beach State Recreation Area

- Align our advocacy with the California State Parks Foundation (CSPF), the California Association of Park Associations (CALPA) and other like organizations
- Provide leadership to other partner groups.

- Create an alliance in our communities in support of parks
- Lend support of policies that further long term sustainability of parks
- Help facilitate the annual Sierra District Cooperating Association Gathering



Donner Memorial State Park Visitor Center Advisory Group

*...educate, interpret, restore, and preserve*



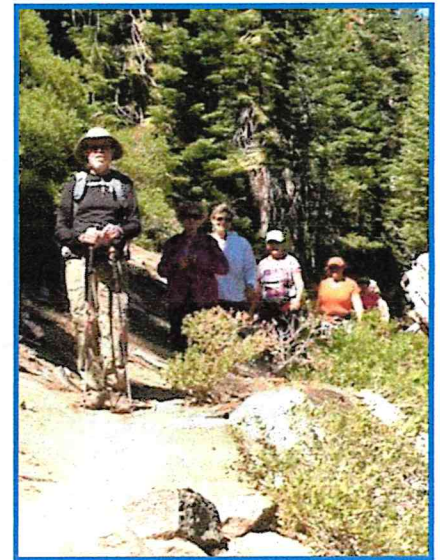
# Strengthen Financial Sustainability

## The Sierra State Parks Foundation...

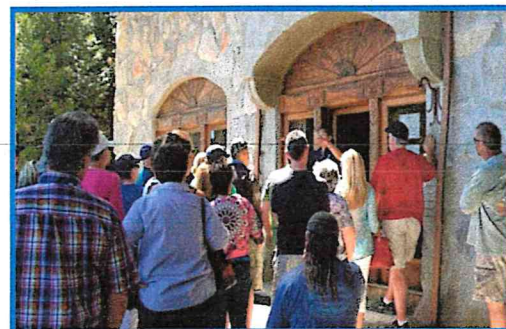


### Strategies:

- Maximize retail contributions to State Parks
- Build long term investment returns
- Establish an appropriate reserve fund to cover 6 months operating costs
- Keep operational costs at or below industry standards
- Ensure the Cooperating Association and Historic House Tour Operating Agreements are renewed in 2020
- Maintain prudent management of State Parks tour contract
- Establish a legacy giving program.
- Explore other sources of earned income consistent with the mission of SSPF



Docent lead hike on the Rubicon Trail at D.L. Bliss State Park



SSPF tour of Vikingsholm



# Expand Fund Development



The Mercury

## Strategies:

- Develop annual activities of sustainable events
- Develop Donor Recognition Program

- Develop fundraising plans that are aligned with State Park needs to include contributions of \$400,000 annually by 2020
- Develop a grant application methodology to reach \$200,000 by 2020
- Involve the wider community in supporting the mission of Sierra State Parks Foundation to include Advisory Boards
- Establish programs for corporate giving, matching gifts and opportunities for partnerships
- Establish a legacy program
- Research the options for incorporating a fund development staff position
- Identify specific fundraising campaigns



Vikingsholm Park Store



*...educate, interpret, restore, and preserve*



# Develop and Implement a Marketing Plan

## The Sierra State Parks Foundation...

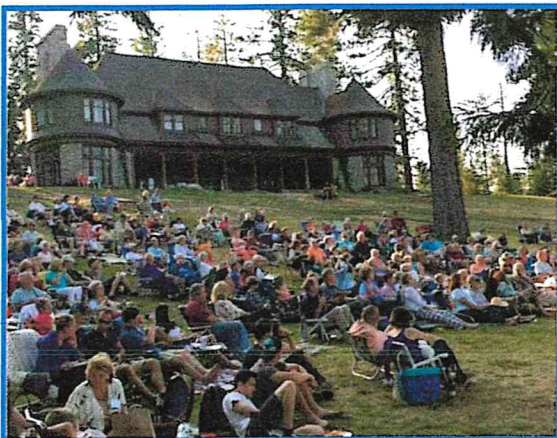


## Strategies

- Form a committee; establish a clear scope of vision, mission, goals; set a template for successful marketing that will support the various other goals in the strategic plan
- Consider renaming the brand? Logo?
- Determine our key stakeholders and align programs appropriately
- Develop outreach materials that are uniform in nature
- Establish donor cultivation programs to ensure donor engagement



Dr. Helen Smith and Board Member Rosie Smith at Vikingsholm

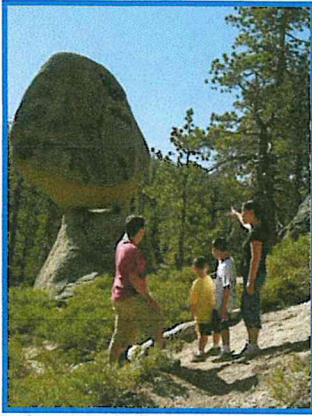


SSPF Co-sponsored Classical Music Concert at Sugar Pine Point State Park

- Develop a connectivity strategy between our parks creating a welcoming environment to visitors
- Define the “Park Product” and how to best promote it
- Define strategies to integrate our local communities with the state parks we serve



# Strengthen the Organizational Structure

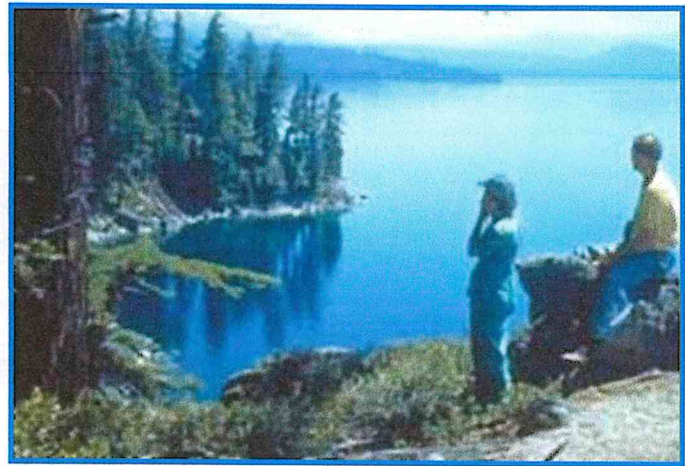


Balancing Rock Nature Trail at DL Bliss State Park

## Strategies:

- Develop a strategy to increase our donor base to attract and maintain committed long-term contributors
- Restructure the membership program to increase membership numbers and dollars

- Explore the hiring of a fund raising professional to create a sustainable fundraising program
- Expand the volunteer program
- Analyze the operations to ensure maximum efficiency and impact



Along the Rubicon Trail at Emerald Bay State Park

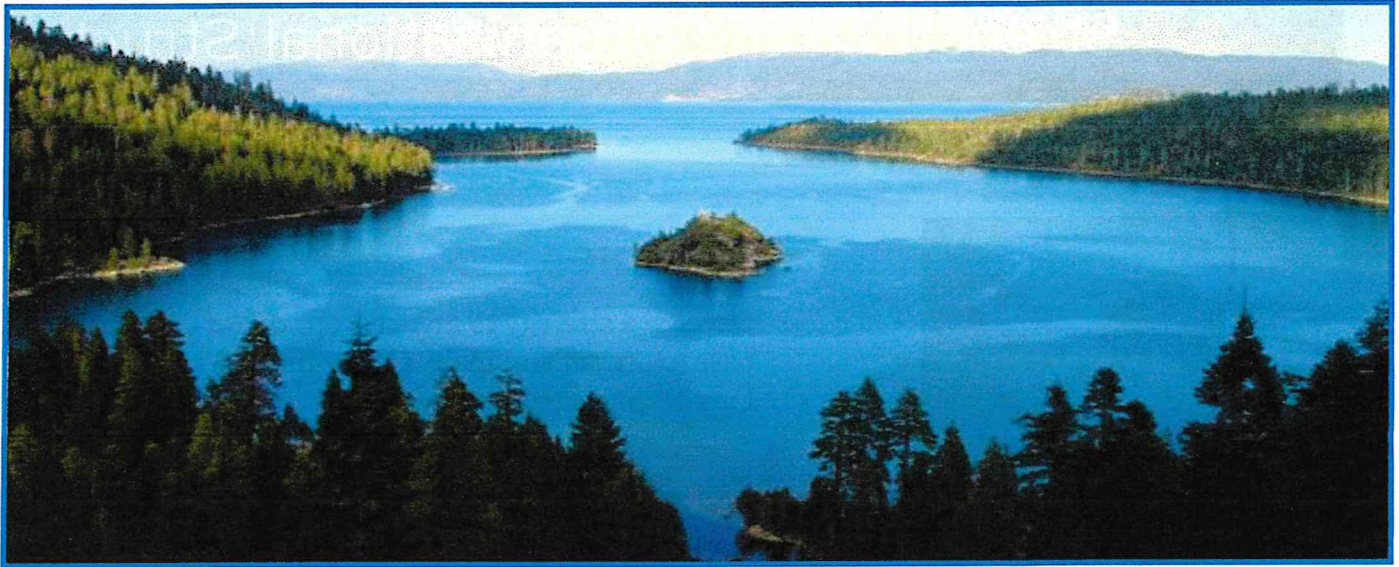


Living History Day at Sugar Pine Point State Park

- Develop a diversified board and staff to reflect the “face” of the parks, meet our fundraising goals, and explore a vehicle to integrate our communities with the parks we serve

*...educate, interpret, restore, and preserve*





*...educate, interpret, restore, and preserve.*



1295 North Lake Boulevard  
PO Box 28, Tahoe City, CA 96145  
530-583-9911

[info@sierrastateparks.org](mailto:info@sierrastateparks.org)  
[www.SierraStateParks.org](http://www.SierraStateParks.org)

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