

National Parks for All People Workshop

Hosted by the National Parks Conservation Association, Northeast regional office

March 1 and 2, 2018

Workshop purpose: To create a more inclusive National Park System – a National Park System that reflects all Americans and all backgrounds, and the identification of what is fueling patterns of exclusion and unequal engagement with our national parks.

Notes from Breakout Sessions

The breakout sessions were recorded on the following flip charts:

CURRENT REALITY

	Current Reality	How they are Reproduced	Outcomes
Events			
Patterns			
Structures			
Mental Models			

IDEAL

	Ideal	Strategies	Activities	Outcomes
Mental Models				
Structures				
Patterns				
Events				

Please note the notes below for the CURRENT REALITY are recorded left to right from the chart in order to show all events, patterns, structures, and mental models sequentially. The notes for the IDEAL are recorded from top to bottom in order to show all strategies, activities, and outcomes sequentially.

Group 1:

Current Reality

The Current Reality is that:

- Park users don't reflect the demographics of the general public
- People of color feel uncomfortable because of current users and racism
- People of color go to parks less

The Current reality is reproduced through the positive experiences of existing users which in turn reproduces the demographics of park visitors.

The outcome of this Current reality is worse health of people of color, including physical and mental health.

Patterns that reflect this reality are:

Employee demographics reflect park users
People of color have no history or a negative history with parks
Park users are uncomfortable with people of color
Park users don't believe lack of diversity is a problem
There are economic barriers to accessing parks

These patterns are reinforced by young visitors who do or do not see themselves reflected in park staff, by a lack of understanding of the barriers that people of color face and are the reinforced by people of color having other things to do that do not involve visiting parks.

The outcome of these patterns is that park staff and leadership believe that people of color just aren't interested: "We're doing everything we can" to reach people of color.

The structure of the current reality is:

Limited park program options
Physical design of parks
Hiring practices and networks
Explicit segregation
Transportation and access to parks
People of color making less money
Seasonal not permanent work is the most available type of employment
A problematic civil service structure

Structures that reinforce this are:

Lack of funding
Political ambivalence to better funding
Who ends up advocating for parks
People of color then do not have a seat at the table and are therefore not decision makers
There is then a lack of resources in urban school to promote parks.

The outcome of these structures is:

Programs continue to serve existing users
There is a lack transit demand which makes it harder to justify public transportation to parks
A low number of people of color are hired and promoted

Mental Models that reflect this:

White people have a strong sense of ownership of the parks

People of color see parks as white spaces
People of color find more comfort in urban settings

Mental models are reproduced by:

Parks, recreation, and access to nature are being seen as nonessential.

The outcome of this mental model is that people of color are seen as unqualified and as people who do not or cannot see that there is a problem.

The Ideal

The ideal mental models are people of color see nature as a place of refuge and relaxation. There would be:

A shared sense of ownership of all parks by all people
Parks and nature would be seen as essential
Diversity in visitation would be seen as essential to the strength of the National Park System

The ideal structures are:

Policy that depicts diverse voices and users in parks
Hiring processes that are effective in creating diversity
Better employment on-ramps and better promotional opportunity
More and better targeted funding
More parks

The ideal patterns are:

People see themselves represented in users and staff
Confidence in tools to hire and support diverse staff

The ideal events are:

Programs with diverse voices from planning through execution
Mixed programming with diversity
Park users who are representative of population

Strategies to reach the ideal mental model are:

Break down the nature vs. manmade dichotomy
Education
More parks
Ask people more questions about what they really want

Strategies to reach the ideal structures are:

More outreach to diverse communities
Have communities of color tell their own stories

Mentorship
More training programs
10 minute walk to a quality park for ALL

Strategies to reach the ideal patterns are:

Build of existing connection to nature
Flexible job requirements
De-emphasize degrees/more pathways to positions

Strategies to reach the ideal events are:

Empower people of color to lead programming

Activities to reach the idea mental models are:

Conferences like this and more attendees
Public outreach
Science/ecology curriculums
Intergovernmental programming
Diverse programming

Activities to reach the ideal structures are:

Advocacy in and from diverse communities
Advocacy training
Exit interviews
Supervisors evaluated on diverse staff hiring and retention
Organizational tracking of diversity including longevity and level
High school outreach, conservation and ecology education

Activities to reach the ideal patterns are:

Subsidize educational opportunities for employees

Activities to reach the ideal events are:

Outreach to diverse communities
Hire and promote more people of color
Better transportation to parks
Job fairs in diverse communities
Bike sharing in communities

Outcomes for mental models are:

Younger generation has shifting view of park
Younger generation is active in advocacy

Outcomes for structures are:

Diverse communities are empowered to influence government decisions

Diverse elected officials are passionate about parks

Outcomes for patterns are:

More diverse outdoor clubs

Outcomes for events are:

Too many park users!

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Group 2

Current Reality

The Current Reality regarding engagement of people of color is reflected in the exclusion of certain visitor groups related to race, class, gender, and geography (i.e. inner city). It is reflected in a lack of diversity of national park service staff and partner organizations and in the membership of organizations that are not diverse.

The Current reality is reproduced through:

- High park fees
- Expensive gear
- Transportation barriers
- Perpetuation of the use of the same sources for hiring, membership, etc.

The outcome of this Current reality is people feel like they don't belong which becomes a vicious cycle that perpetuates itself.

Patterns that reflect this reality are:

- Media/communications portrayal of non-diverse park users/staff, etc.
- Hiring perpetuates lack of diversity
- Lack of connection to parks and lack of opportunity

These patterns are reinforced by:

- A lack of advertising and awareness about parks as a resource
- Reinforcement of traditional partnerships
- Lack of early access to outdoors
- Lack of early access to outdoors
- Lack of early awareness to professional pathways and career development in conservation and environmental advocacy

The outcome of these patterns is that people feel like they don't belong

The structure of the current reality is:

People considered for jobs come from backgrounds of privilege with early access to experiences specific to advocacy, etc.

National Park Service policies limit who can be considered for jobs

There is a lack of transportation

Structures that reinforce this are:

Emphasis on Return on Investment (ROI) and efficiency

Funder expectations and demands

Use of statistics as the marker for success

The outcome of these structures is that people feel like they don't belong

Mental Models that reflect this are:

Comfort zones – people who “look like me,” have backgrounds that are expected and people who “think like me.”

Racism

Sexism

Mental models are reproduced by:

Departure from “the Public” in public lands – this is related to values assumptions

Lack of tolerance for different usage of public lands and lack of tolerance for different types of enjoyment

The outcome of this mental model is that is that people feel like they don't belong

The Ideal

The ideal mental models are equity, inclusion, justice. Expanded comfort zones for who is welcomed valued and included

The ideal structures are:

Organizational policies ensuring representative diversity

Equitable access to transportation

Affordable access to parks

Adequate park funding

The ideal patterns are:

Policies are embraced as norms to ensure inclusion-based hiring practices
All histories of parks can be told and represented through inclusive story-telling
Advertising, public communications, building awareness regarding the actual ease of park access and affordability.

The ideal events are:

Park staff and visitors reflect true diversity and inclusion
Organization staff, board, and membership reflect the true diversity and inclusion
Fundors value these ideals and fund them
All people go to parks

Strategies to reach the ideal mental model are:

Expands and increase opportunities that grow comfort zones.
Equity, inclusion and shared language

Strategies to reach the ideal structures are:

Continue "Every Kid in a Park"
Expand fee free days
All kids and schools have outdoor educational access and curricula
Advocating for adequate park funding
Engage decision making public to support equitable National Park Service policies

Strategies to reach the ideal patterns are:

Changing industry narrative to inclusive representation of who is in parks
National Park Service policy ensures equitable telling of his/her/them/they stories

Activities to reach the idea mental models are:

Trainings
Education
Initiatives and committees targeted to equity and inclusion
Openness/desire for inclusion feedback development program that incorporates surveys and workshops

Activities to reach the ideal structures would be:

Increased access to extracurricular outdoor/environmental activities (free, etc.)
More professional development opportunities for teachers in environmental and outdoor education.
Community engagement for equitable histories

Activities to reach the ideal patterns are:

Involving diverse communities in message development, recruitment and evaluations

Outcomes for mental models are:

Welcome-ness to new faces
Acceptance and respect of sharing public spaces
Organizations with diverse people
Jobs for diverse people

Outcomes for patterns are:

All people feel welcomed and included in parks
Traditionally underrepresented groups see themselves reflected in visitor-ship, staff, etc.

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Group #3

Current Reality

The Current Reality regarding engagement is:

Interest in parks peaks during crises and only then is there an increase in dialogue
Volunteers don't always reflect the local population
Transportation is a barrier, we need to reduce time to access
Work places are not diverse
Places to recreate are segregated

The Current reality is reproduced through:

The Media
Outreach challenges
Lack of time to dedicate to the issue

The outcome of this Current reality is not as many people are who are representative of the community go to parks, people feel left out and communities are separated

Patterns that reflect this reality are:

People are only involved in the short term
People come to expect separation
People engage in labeling of spaces and become territorial
There is comfort in your niche
Celebrity

These patterns are reinforced by:

Restrictions on how funding is spent

Celebrity and media involvement

The media overall

Time, waste, choice and the question of whether things were worth it

The outcome of these patterns is that:

It looks like failure – there is no process value, just numbers and the pictures

One stop shop, one bite at the apple, no continuity or long term commitment

Apathy, distrust, abandonment

“The system failed me”

The structure of the current reality is:

Public transportation isn't available for people who need it

Policies and initiatives are reactive

Entrance fees that are too high

Agency priorities that are misaligned to address the issue

Structures that reinforce this are:

Limited resources

Hiring

Funding comes in and out and a timeline

Media, politics, and capitalism

Lack of value and support for environmental education and civic duty

The outcome of these structures is:

Parks not welcoming or flexible

Projects end, there is stress to “complete”

There is stress to show measurables and deliverables

Lack of “diverse” workforce

Mental Models that reflect this:

Stereotypes

Assumptions

“It's not my responsibility”

“I pay my taxes”

NIMBYism

Public spaces seen as commodities

Fix it only when it's broken – no planning for future generations

Mental models are reproduced by:

Media
Politics
Apathy
Distrust
Lack of educational support
Perception that people of color don't care
Idea that only certain people belong

The outcome of this mental model is that:

Racism, classism, sexism, homophobia, and gender discrimination
Idea that if we make it nice, it will gentrify – gentrification and then displacement
Children and teens don't get exposed to civic duty
Lack of community support for parks
Public spaces are seen as commodities

The Ideal

The ideal mental models are:

Public space is good and essential to:

- life
- internal reflection and development

Decolonized mind
Sense of ownership and belonging
Dismantling systems of oppression
Time
Valuing creative thought, risk, and change

The ideal structures are:

Solid, long-term, sustainable infrastructure
At least 1% to 2% of NYC budget is dedicated to NYC parks
Reliable source of funding with continuity and consistency
Established collaboration development models
Community input forums
Dedicated staff (living wage)
Internal reflection time allotted and reserved in work place for staff development – creative space
Wellness programs for employees to prevent burn out
Personal days

The ideal patterns are:

Open dialogue
Parks that are well maintained
Valuing time together

The ideal events are:

Higher participation in stewardship, programs, and park connection and presence
Closer to freedom
Internal/external satisfaction
Thriving ecosystem

Strategies to reach the ideal mental model are:

Incentives
Unlearning and relearning
Comprehensive, thoughtful, and inclusive outreach
Providing staff training regularly

Strategies to reach the ideal structures are:

Community input forums so the public is involved in creating outcomes
Comprehensive planning for NYC Parks and NYC
Recruitment, training, and professional growth
Intersectional conversations
Strategic partnerships
Art program: more applications, more staff support, encouraging community involvement, in art making process

Strategies to reach the ideal patterns are:

Regular meetings/events for bonding and planning
Physical projects, celebration and acknowledgement

Strategies to reach the ideal events are:

Scheduled conversations that are honored and respected

Activities to reach the idea mental models are:

Reading group and educated spaces
Reading “radical” and revolution-oriented text
Retreats! and workshops!

Activities to reach the ideal structures would be:

Forums for planning
Workshops that connect health and outdoors
Job fairs
Art collaborations
Departmental health and organizational health

Activities to reach the ideal patterns are:

Retreats (paid plus food)

Workshops (paid plus food)
Community art and placemaking projects
Conversations

Activities to reach the ideal events are:

Citizens' advocacy, public hearings and officials listen

Outcomes for mental models are:

Significant reduction in racism, classism, violence
More love, understanding and collective vision

Outcomes for structures are:

Creative space – mentally and physically – staff
More public art involving community in art making process
More public art in placemaking and connections to spaces
Public festivals

Outcomes for patterns are:

Art installations and sculptures
Murals
Happy coworkers
People grow
People love

Outcomes for events are:

Advocacy
Higher care for public spaces

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Group #4

Current Reality

The Current Reality is that there is a lack of diversity in the conservation movement.

The Current reality is reproduced through:

New cohorts and organizations adopt the existing system and the paradigms that contribute to the problem

The outcome of this Current reality

Environmental justice and diversity organizations are sometimes structured in traditional ways
Organizations mimic and perpetuate the ways of organizations that are not committed to diversity

Patterns that reflect this reality are:

Hiring depends on existing networks
Organizations never go beyond a set number of hires
Quotas are assumed to demonstrate diversity
The way job descriptions are written, i.e. using words like “field” when the word “science” would be better
Internal mobility is limited
Lack of religious diversity

These patterns are reinforced by:

People staying in their comfort zones
Reliance on limited job posting sites
Focus on qualitative not quantitative results
Lack of resources and capacity in HR
HR is assumed to be solely responsible for solving the problem
Leadership is not champion for diversity
360-degree performance evaluations do not exist

The outcome of these patterns is that:

People who live through and survive the system perpetuate it and reinforce it
Demonizing of the other – and demonization is not limited to race. Gender, class, and visual (“does she dress well”) demonizing

The structure of the current reality is:

Standardized skillsets are desired
Homogeneity is a deterrent for diverse applicants
Lack of trust within the organization
Limited mentorship or lack of mentorship
Lack of representation in leadership
Limited hiring cycles (2 to 3 months) instead of having time to make best choices
Paradigm of “don’t make waves” and brown-nosing is rewarded
Funding model and funding needs dictate a connection to the wealthy
Conservation organization are DC based and not decentralized
No succession planning

Retirements don't happen, people don't retire, and leadership positions don't open up
Funding for retirement is low

Structures that reinforce this are:

Critical assessment of organization by internal voices is not valued or asked for
Conservation jobs are seasonal
Lack of institutional investment
People who are "silent" and diplomatic are promoted
Generational wealth is depended upon – low pay translates into lack of opportunity for people without family help

The outcome of these structures is:

Fear
Mentality of scarcity

Mental Models that reflect this:

80% of what is happening is deemed as success. It's the 20% that is ignored because of limited commitment to solving the problem fully
One approach to conservation:
 Land protection
 Advocacy focused on legal process for results
 Focus on short term results
Conflict is bad
Expectation that people of color would not meet qualifications

Mental models are reproduced by:

Status quo seen as good
Boards of directors
Boards of directors that are heavily dependent on a few major donors can affect programs
Funders

The outcome of this mental model is that:

Environmental movement has not been successful – we failed

The Ideal

The ideal mental models are:

Change is good and constant
Appreciating difference
Disagreement is healthy, agreeing on debate and welcoming debate
Conservation as a field is fluid and adaptive
Thriving on chaos
Balance of structure and flow

Conservation is about more than we can see – you always have blind spots
Paradigm shift of more harmonious relationships to the planet
More expansive models of change
Culture of belonging

The ideal structures are:

Decentralized decision making within leadership and organizations
Biggest decisions are made by more people
Collective ownership of decision making
Build in learning -- continuing education credits for the environmental movement
Targeted learning and assessment to inform decision making
Dedicating resources and money to the HR department
Encouraging mentorship
Carving out time and resources outside of HR – make it protected time
Further move to put leadership distributed across the country for national organizations – mix of national programs and regional programs in regional offices with national leadership in regional offices

The ideal patterns are:

More diverse workforce and leadership
Low turnover
Pathways to promotion
Open forums/freedom of expression
Opportunities coupled with resources to resolve conflict
Pathways from schools to jobs
Pathways to create more possibilities for jobs
Discomfort is valued
Living wage with comfortable retirement
Sharing weight of the psychological impact of this work

The ideal events are:

Diversity in workforce and in conservation field

Strategies to reach the ideal mental model are:

If you are a person of color, depend on self-representation not a reporter to report and represent for you
Making diversity visible and normalized and not the exception
Making role models visible

Strategies to reach the ideal structures are:

Foster creativity
Support and foster idealism
Cherish idealism in all people

Board of director by-in

Strategies to reach the ideal patterns are:

Deeper engagement with funders

Strategies to reach the ideal events are:

Activities to reach the idea mental models are:

Diverse representation in stories told in magazines and newsletters

Activities to reach the ideal structures would be:

IDEO workshops

Innovations celebrated

Utilize social media and focus on diversity

Representation of all people

Activities to reach the ideal patterns are:

Set up mentor program

Set up endowments for nonprofits

Give more money to resources for the HR department

Donor forums

Revolutionize funders and foundations

Develop robust work plans

Educate funders about how this a path toward efficacy

Diversity recruitment on boards of director

Educate the next generation of givers and philanthropists

Activities to reach the ideal events are:

Reading and podcast group

This work takes time

Money for building in more time

Wellness programs focused on burnout

Adequate vacation

Adequate number of sick days

Adequate number of personal days

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Group #5

Current Reality

The Current Reality is that there are positive and negative aspects to engagement. Examples:

Epic Ride

Local community events

Tune Up Your Group

Hikes and guided walks

Galas where community partners are invited

The Current reality is reproduced through:

Annual events

The outcome of this Current reality is:

A lack of time and space for new ideas

Lack of ability to expand

Lack of help

New people reached consistently, same audiences are reach

Patterns that reflect this reality are:

NPCA's partnership with Brooklyn Greenway Initiative and the National Park Service

School and hospitals

Community groups

NYC parks, city council, funders, friends groups, local government

LGBT groups

These patterns are reinforced by:

Funders

Participants have a good time

Mailing lists (existing)

Long term projects

The outcome of these patterns is that:

We can't access new people – new followers, advocates, or volunteers

The structure of the current reality is:

Committees

Closed loop communications

Site visits
Public meetings
Coalition meetings
Organizations vs. individuals
Civic minded networks “Local leaders”
Closed loop communications
NGO and local government share offices

Structures that reinforce this are:

Funder expectations
Capacity (staff, volunteer, participants)
Surveys
Re-evaluation
De-briefs
National Park Service is unable to advocate
Venue and location
Un-sustaining methods
NIMBY
Co-hosting with partners

The outcome of these structures is:

City, state, federal policy is confined and there is conflict between government and nonprofit initiatives
Follow the money
Transferable model
Damage to image – trust to our mission
Restricted to geographic area

Mental Models that reflect this:

Reliance on technology
Maintain present relationships, constant contact/outreach
Nonprofit mental model “mission”
Private funds/culture of philanthropy
Maintain status quo, it’s what we do

Mental models are reproduced by:

Consumers
“Who should be in the driver’s seat?” – un-sustaining model
Prioritize (leadership supported)
Beholden to funder image and priorities
Locals aren’t visiting
Nothing gets done

The outcome of this mental model is that

Don't know what or who you don't know
Branding
You do what you do well
Do, do, do..... not listening
Can't empower others to lead this change

The Ideal

The ideal mental models are:

Open minded process
Inclusive process
Clear advocacy goals
Developing community awareness
Parks are for everyone
Maintaining awareness of each organization's mission and impact
Making inclusion easy

The ideal structures are:

Responsive and reliable relationships
Maintain communication
Structure that allows constant expression
Coalition building
Develop events
Transparent leadership
Partners engaged
Successful collaboration between partners

The ideal patterns are:

Constantly setting goals
Regular reflection and evaluation
Sustained community interest and involvement
Varying patterns
Unlimited time/staff

The ideal events are:

Build platform for rewarding meetings
Well-attended

Strategies to reach the ideal mental model are:

Culture of philanthropy
Ask for support and training
Train people to engage their network

Strategies to reach the ideal structures are:

Create engaged advisory board
Recruit skilled, multi-funded board
Learn from organizations' staff and partners
Create timeline for moving forward

Strategies to reach the ideal patterns are:

Update timelines to reflect current status
Constant reassessment
Set up and promote webinar

Strategies to reach the ideal events are:

Ensure meaningful engagement and productive dialogue
Allowing options for different types of events
Community input on event execution
Create time and space and messaging for one on one conversations

Activities to reach the idea mental models are:

Online, social media presence
Physical presence
Doodle polls

Activities to reach the ideal structures would be:

Establish a structure that allows and calls for forward movement
Healthy debate and roundtable discussions
Neutral facilitators

Activities to reach the ideal patterns are:

Varied venues
Varied patterns
Build trust
Give up your time – go to other's meetings
Webinar program

Activities to reach the ideal events are:

Sign-up sheets
Survey
Giveaways
Mission driven branding
One on one conversations

Outcomes for mental models are:

Greater participation and cooperation
Lots of input
Targeted goals – clear and communicated
Greater understanding

Outcomes for structures are:

Effective structure that engages all key players

Outcomes for patterns are:

Worth communities’ time
Build ambassadors/loyalists for the mission
They call us for help!

Outcomes for events are:

Continued conversations
Larger audience, connected to the organization
Building a shared mission

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Group #6

Current Reality

The Current Reality regarding engagement is that:

Programs take kids from cities and give them a big Western experience
Celebration of National Park Service histories takes place but with incomplete interpretation

The Current reality is reproduced through:

Positive feedback from programs about the life changing experience youth have in big natural, Western parks

The outcome of this Current reality is:

Youth view big Western parks as true parks and the true National Park Service experience

Patterns that reflect this reality are:

Seasonal employees
Rangers appear to be very similar – see the same people
Promote traditional recreation
Establish and promote parks in natural and remote areas

These patterns are reinforced by:

Leads to seasonal programs
The big natural landscape parks have more visitors and that visitor use pattern is used to justify seasonal hiring

The outcome of these patterns is that:

High stress seasonal workload

The structure of the current reality is:

Places that get protected and stores that get told are set
National Park Service paramilitary structure – uniform does this
Go to visitor center, get a map and just go!
People should be comfortable and know what to do
Seasonal nature of National Park Service employment -- not being able to become fabric of community –
Federal policies

Structures that reinforce this are:

The arrowhead is showing a particular National Park Service experiences
People love the hat – the hat is iconic
This is how we (National Park Service employees) like to recreate

The outcome of these structures is:

Our graphics and advertising emphasize natural areas showing only one experience
People that don't have the resources for a "big" park experience think they can't connect to the National Park Services
Urban and local parks aren't seen as part of the equation

Mental Models that reflect this:

There is a right way to experience a park and people want "that" type of experience
If we just get them here, they will love it just like us! "What's not to love?"
Big Western parks are the National Park Service
Urban Parks are introductions to the National Park Service, so people will want to go to Yellowstone and Yosemite. The Urban isn't a real place.

Mental models are reproduced by:

We get positive feedback and see people doing these activities. We don't see the other activities, so we don't think folks will want something else

We set up systems that make it hard for people to access resources (reservations, etc.)

Most National Park Service employees love parks and we are basing it on our own experience

The outcome of this mental model is that:

People don't see parks as places where they can do the "things" they want

The Ideal**The ideal mental models are:**

There are varying ways to connect and engage with parks

There are distinctions from a recreational focus

The ideal structures are:

Parks are designed for various usage

Staff with wide ranging experiences

Flexibility with visitor center or visiting hours of the park

The ideal patterns are:

Park staff are more connected to the use of the park and community

Reflect a more diverse feedback loop

The ideal events are:

More diverse audiences will participate in National Park Service events... and use the parks for their benefit

Strategies to reach the ideal mental model are:

Introduce a variety of activities for park use, experimentation of use

Partners are part of the planning process

Strategies to reach the ideal structures are:

Partner with community groups and invite them to use the space

Strategies to reach the ideal patterns are:

Changing "PDs" and hiring practices

Park staff engage with activities in the community - in things the community is already doing

Strategies to reach the ideal events are:

Prioritizing communication and outreach to highlight other options in the parks

Activities to reach the idea mental models are:

Investing time and money into a variety of park uses

Activities to reach the ideal structures would be:

Community open houses

National Park Service staff attend community activities

Activities to reach the ideal patterns are:

Bring in interns

Adapt workplans

20% give to other duties

Park staff engage with activities within the community

Activities to reach the ideal events are:

Social media

Communicating outside of V.C.

Outcomes for mental models are:

People feel welcome to introduce new activities to the park

Partners feel ownership of the park

Outcomes for structures are:

Park design is conducive to a variety of purposes

Outcomes for patterns are:

Park staff, interns, and volunteers have a variety of skills and experiences that connect with different community groups

Park staff go to community activities and engage outside of the park

Outcomes for events are:

Park visitation will be more diverse in demographics and users