



CALIFORNIA'S HISTORIC
ROUTE 66
AN ACTION PLAN FOR "AMERICA'S MAIN STREET"

BASED ON TWO PUBLIC WORKSHOPS – APRIL 25 & 27, 2000
HOSTED BY THE BUREAU OF LAND MANAGEMENT
& THE COUNTY OF SAN BERNARDINO

PREPARED BY
TRIAD COMMUNICATIONS
TUSTIN, CALIFORNIA
AUGUST 14, 2000

TABLE OF CONTENTS

INTRODUCTION	3
EXECUTIVE SUMMARY	6
HOW THIS REPORT WAS DEVELOPED	8
THE VISION FOR THIS ACTION PLAN	10
PROJECT GOALS & ACTION STEPS	11
THE ROUTE 66 PARKING LOT	23
EXHIBITS	24

INTRODUCTION

As historic Route 66 approaches its 75th birthday in Y2001, the roadway is enjoying a surge in popularity and interest throughout the country and around the world. In fact, Route 66 enthusiasts and business owners along the roadway report a noticeable increase in the number of tourists – both American and international – traveling the route, hungry to learn more about its past and eager to experience first-hand the mystique of this cultural icon.

In 1999, the federal government demonstrated its interest in the roadway with the passage of HR66, which earmarks \$10 million over 10 years to help restore and preserve this important piece of Americana. In the wake of this legislation, the California office of the Bureau of Land Management (BLM) set out to identify other agencies, organizations and individuals who shared their belief that this remarkable part of history should endure.

A significant portion of Route 66 in California's Mojave Desert traverses public lands managed by the Bureau of Land Management (BLM). As a consequence, the BLM felt there was a great opportunity as well as a responsibility to play some role in helping to focus attention on the restoration and preservation of the Mother Road. Over the years, the County of San Bernardino – which has direct responsibility for maintaining and preserving the many miles of Route 66 within its jurisdiction – has undertaken various efforts to document the historic resources associated with the roadway, including a plan of study addressing Route 66 preservation that was funded in 1998. Their common interest provided the basis for these two government agencies to form a partnership that could serve as a catalyst for creating a broader coalition to work on a plan to preserve, protect and interpret the values presented by Route 66.

This report – The Route 66 Action Plan¹ – is the result. The Action Plan

¹ This Action Plan pertains to the California section of Route 66 only.

presented here includes five broad goals and a series of specific action steps which, taken together, provide a roadmap for reviving Route 66 in California. It is actually a report of the proceedings of two workshops held in the spring of 2000 that brought together a broad cross section of public agencies, non-governmental groups and individuals with an interest in both the past and future of Route 66. This report is not a typical government document, nor is it a required element of any legally mandated process. It is intended as a stimulus to promote collaboration and organize the thoughts, ideas and passions of a diverse group of people who believe the physical existence and cultural richness of the roadway should not be allowed to further deteriorate and eventually be completely lost. It's an example of how the energy of a committed few can power the engine that will move the Route 66 effort.

Following the Introduction, the Action Plan Report is divided into five major sections:

Section One – Executive Summary

Section Two – How This Report Was Developed

Section Three – The Vision for This Action Plan outlines the ideas expressed by workshop participants in creating a Vision for the Action Plan.

Section Four – Project Goals & Action Steps

Section Five – Parking Lot preserves for future examination and discussion those ideas and comments expressed by the workshop group that didn't find a place in this plan.

A series of Exhibits completes the plan, listing those invited to attend, actual participants in the workshop, and other materials relating to the overall process.

On behalf of BLM and the County of San Bernardino who served as co-sponsors of the workshops, TRIAD wishes to express our collective gratitude to those people who took the time to share their ideas and passion about Route 66 with us at these

meetings. TRIAD is also grateful to the County of San Bernardino and BLM staff members – and specifically Molly Brady and Elaine Downing from BLM’s Needles field office and Tim Smith from the agency’s Sacramento state office – for their vision and commitment to making this project a reality.

EXECUTIVE SUMMARY

The process initiated by the California office of the Bureau of Land Management and co-sponsored by the County of San Bernardino on behalf of Route 66, involved 42 people representing a broad cross-section of organizations, both inside and outside government. The discussions resulting from the two workshops that were held as part of the process produced two Vision statements (see page 10), and five broad goals.

The five goals identified by the workshops are:

Goal #1 – To identify or establish a permanent nonprofit organization to assume responsibility for guiding the long-term implementation of the Route 66 Action Plan. It was the consensus of the group that the California Historic Route 66 Association (CHR66A) – in some expanded form – would be the best candidate to assume this role.

Goal #2 – To develop a clear and specific “definition” of Route 66, and identify measures necessary to physically keep the road open; inventory, preserve and enhance its historic values; and realize its full potential as a cultural icon, catalyst for local economic development, and education tool.

Goal #3 – To encourage the Association to move forward as expeditiously as possible to develop new partners; expand participation by seeking involvement of local communities and interests representing the western portion of Route 66 within California; identify sources of funding; and undertake four planning projects: a Comprehensive Marketing/Communications Plan, a Comprehensive Preservation Plan, an Interpretive/Education Plan, and an Economic Development Plan.

Goal #4 – To develop an accurate list of official designations that apply to Route 66 in order to enhance funding opportunities, and enrich the story of the roadway as told through marketing and communications efforts.

Goal #5 – To create a sustainable method for ongoing implementation, management and review of the Action Plan.

In addition to these goals, the Plan identifies 14 specific action steps that support the goals. All the goals and action steps are fully discussed in the Report.

HOW THIS REPORT WAS DEVELOPED

In the absence of a comprehensive organized plan dealing with the restoration and preservation of the California segment of historic Route 66, the Bureau of Land Management decided to initiate a process they hoped would result in a successful partnership between various stakeholders who shared an interest in the future of the roadway. Their hope was that this effort would produce a comprehensive plan to take advantage of the opportunities Route 66 presents to the state, nation and local communities along the route to preserve and utilize this unparalleled cultural resource for the benefit of future generations.

From the outset, BLM's intent was to be one of many partners collaborating on the project. To that end, the County of San Bernardino – the local government agency with extensive responsibility for and interest in the long-term health of the roadway – was invited to co-sponsor two workshops planned as facilitated discussions dealing with the future of Route 66, and involving a variety of different stakeholders. There were six goals that guided the agenda for these workshops:

- To create a common vision and set goals for the future of Route 66

- To prioritize a list of activities designed to restore, preserve and enhance the roadway

- To identify a preferred method of providing long-term leadership and direction to the effort

- To identify resources needed to implement the plan including funding, personnel and special skills

- To identify key roles and responsibilities for all identified stakeholders

- To identify a list of next steps and a timeline for future work

On April 25, 2000, a workshop was held in San Bernardino, with a second meeting in

Barstow on April 27th. The workshops were followed by a Summary Session involving a small group of the participants, to synthesize the discussions and provide direction for the development of this Action Plan Report.

A total of 42 people participated in the workshops, which were facilitated by Paul Ideker and Diana Janas of TRIAD Communications. A list of participants appears as Exhibit A at the end of this Report. A list of individuals and groups who were invited to participate but did not attend either workshop appears as Exhibit B. A copy of the invitation letter is included as Exhibit C.

The discussion at both workshops focused on developing a Vision for the Plan, identifying broad goals to guide the Action Plan, and making recommendations on how the Plan would be managed and implemented. While there was some discussion about a specific timeline and the resources needed to realize the Plan, workshop participants felt these decisions should be left to the group responsible for actually implementing and managing the Action Plan.

THE VISION FOR THIS ACTION PLAN

One of the initial tasks at both workshops was the development of an overarching Vision to guide decisions about specific goals and objectives for the Action Plan. As a way to shape the Vision, participants in the workshops were encouraged to create a list of what needs to be done with respect to the California segment of Route 66. The facilitators presented a list of words and concepts designed to spur discussion, and each group was invited to add or remove any of the thoughts from the list. The results of this exercise are included as Exhibit D.

Based on the combined list of ideas and concepts developed by workshop participants, the following two Vision Statements were developed. It will be up to CHR66A and its advisors to select one of these statements and further refine it.

Vision Statement #1

To work together to preserve and restore California Route 66 in order to manage and interpret its historic and cultural values as a national treasure for current and future generations, and to promote appropriate local economic development.

Vision Statement #2

To work together to manage and interpret California Route 66 in order to preserve and restore its historic and cultural values as a national treasure to benefit and educate current and future generations, and promote compatible economic development for local communities.

PROJECT GOALS & ACTION STEPS

Participants in the workshops identified 12 overlapping goals to include in the Action Plan. TRIAD has clustered these 12 goals into five project goals that incorporate all the individual items identified by the group. Each of these goals is presented below.

In most cases, the group decided the action steps that support each goal should be determined by the organization assuming responsibility for managing the

implementation of the Action Plan. Specific action steps identified by the group appear after the appropriate goal in this report. In some cases, as requested by the sponsors of the workshops, TRIAD has added its own recommendations. This material appears in italics.

There was unanimous agreement among members of the group to give the highest priority to establishing a sustainable organization to manage full implementation of the Action Plan (Goal #1).

The group also agreed that the final priority order for implementing the other goals should be left to the management group to decide. Many members of the workshop groups expressed their support for implementing some goals on parallel tracks, depending on the availability of both financial and personnel resources. Goals #2-5 are presented in the report in the order of importance assigned by the group at the workshops.

Goal #1 – Identify or establish a permanent nonprofit organization to assume responsibility for guiding the long-term implementation of the Route 66 Action Plan.

Representatives of the various government agencies attending the workshops (including the host organizations) made it clear that they did not see themselves as being responsible for guiding implementation of the completed Action Plan. Instead, these groups – especially BLM and the County of San Bernardino – see themselves as partners in a larger effort to realize the goals identified in this Action Plan. With this in mind, participants in both workshops acknowledged that the highest priority need is to identify or establish an organization to assume responsibility for managing the long-term restoration, preservation and interpretive programming associated with Route 66.

Representatives of both the National Historic Route 66 Association and the

California Historic Route 66 Association (CHR66A) participated in the San Bernardino workshop. As a result of the discussion at that workshop, members of CHR66A's leadership were contacted before the Barstow session, and a preliminary agreement was announced establishing CHR66A as the organization that will most likely be successful in moving the Action Plan forward. It is generally understood that further discussion with other key members of CHR66A's leadership and membership, as well as some of the advisory groups at the workshops, will be necessary before a final decision to proceed. However, this report assumes that CHR66A will serve in this role. Therefore, the following list of specific Action Steps is offered to help guide the reinvention of this group as it moves forward with its plans.

Action Step #1:

Members of CHR66A should meet to discuss what changes the group will need to make to meet the challenges of this new expanded role.

This should include a review of the existing by-laws to make sure they provide for a Mission that includes an active role in supporting the future of the California portion of Route 66 outlined by workshop participants and set out in this Action Plan. If necessary, the by-laws should also be amended to provide for an expanded Board of Directors².

Action Step #2:

TRIAD recommends that CHR66A consider using the Guild Model to create local affiliates to fully utilize the passion for the roadway that already exists in many local communities, and help realize the goals contained in the Action Plan. According

² Board size varies from group to group. The "right" size provides for a broad cross-section of membership that represents passion for the cause, a shared sense of purpose and a commitment to the financial success of the organization.

to this model, local groups formally connected to CHR66A would be incorporated³ or created wherever there is interest and support. Appropriate by-law language should be developed that will eliminate competition and provide for united support of a common Vision and Mission. Representatives from the local affiliates should be invited to participate as either advisors to or full members of the CHR66A Board.

Action Step #3:

The current CHR66A Board of Directors should be expanded to include broader representation from all geographic segments of the roadway, as well as members able to make a substantial contribution to the financial success of the organization either through a personal gift or the ability to cultivate gifts from a broad cross-section of donors. Once current strengths and weaknesses are identified and future needs determined, a systematic board recruitment and development plan for CHR66A should be created and implemented.

Action Step #4:

A specific strategy should be developed to connect CHR66A to the National Route 66 Association, as well as other regional organizations with whom there is shared interest in historic preservation, transportation, automotive history, and the like.

Action Step #5:

As soon as CHR66A's new organizational structure and leadership are in place, the group should research potential funders who might consider a proposal to fund the group's organizational development activities, and help it become self-sustaining in a reasonable amount of time. This would include the funding necessary for professional staff who would manage the organization and its programs, as well as undertake an aggressive effort to raise funds and identify sources of support for the Action Plan and

³ According to the Guild Model, existing community-based support groups who share CHR66A's goals would be invited to formally affiliate with the group.

board development. Once the research is completed, a formal letter of inquiry outlining the case for giving should be developed and submitted to possible funders. Based on the success of these inquiries, a formal proposal should be developed for submission. The group should also pursue options for developing earned income as part of its long-term financial mix. This could include such things as retail sales, licensing of Route 66 logo merchandise, and the development and sale of special products such as high quality books and tour tapes.

Goal #2 – Develop a clear and specific definition of the resource (Route 66) and identify measures necessary to physically keep the road open; inventory, preserve and enhance its historic value; and realize its full potential as a cultural icon, catalyst for local economic development and educational tool.

Much of the discussion at both workshops centered on the participants' desire to ensure that specific actions – both long and short term – are taken to keep Route 66 open and functional, preserve the roadway, and enhance its cultural, historical and educational values.

As a result of this discussion, participants identified the following activities to include in the Action Plan.

Action Step #1:

Through a collaborative effort led by local, state and federal government agencies, complete a physical inventory of the roadway in order to identify features or segments of Route 66 that require repair or attention to avoid closure of the road. Once identified, the same group should develop an action plan and timeline to address the most critical and immediate needs first, followed by a list of other repair needs in priority order.

The action plan should include the group's best estimate of the cost for these repairs as well as other resources, including possible legal authority and all potential barriers to progress.

Action Step #2:

CHR66A, along with various government agencies and local affiliates, as well as other historical/cultural organizations and private/corporate groups with an interest in Route 66 should complete a cultural/heritage inventory of the roadway. This inventory should include a listing of all existing historic and cultural features noting their current condition, use and ownership. The inventory should also be used to develop specific plans to enhance educational and interpretive uses of the roadway, promote local economic development, and guide a comprehensive communications and marketing effort to inform and educate the general public about Route 66.

Goal #3 – CHR66A should move forward as expeditiously as possible to establish a priority and implementation plan for three important planning projects.

Participants at the workshops identified three major action steps they felt were essential for the new management group to address as soon as possible. The group, however, was not willing to set priorities for these action steps. Instead, they felt strongly that the priority for these activities should be established by CHR66A. TRIAD is presenting the following action steps in the order we feel reflects the importance assigned to each by participants in the workshops.

Action Step #1:

CHR66A should identify a comprehensive list of potential partners. This list should include groups and individuals which CHR66A believes have or could have an interest in the future of Route 66 – including those with a geographical connection to the

roadway, as well as historic preservation, cultural heritage, museums and transportation groups. An exhaustive list of government agencies at all levels with some direct or potential connection to Route 66 should also be included. Potential corporate and business partners should also be identified and added to CHR66A's contact network.

In order to help identify partners at the western end of the route, CHR66A and BLM should consider hosting at least one open workshop to present and discuss the Route 66 Action Plan soon after its completion. This meeting should be held in one of the communities along the western portion of Route 66 such as Los Angeles, Pasadena or Santa Monica. Ideally, similar sessions could also be held at the east end of the Route and somewhere in the mid-section.

Action Step #2:

In order to implement the Route 66 Action Plan, undertake the wide range of projects identified within the Plan, and support the ongoing operations of the CHR66A, a broad range of potential funding sources must be identified, cultivated and eventually solicited.

This list of potential funders should include appropriate government agencies and programs at all levels, foundations and philanthropic funds, as well as corporations, businesses and individual major donors. As program priorities are set and better defined, CHR66A should begin developing compelling case statements⁴ that can be submitted to potential funders whose giving guidelines are consistent with the Route 66 Vision and the goals of the Association.

Once program implementation has begun and CHR66A has stabilized as an organization, the group should consider initiating a broad campaign to attract individual supporters through a formal membership and annual giving program.

⁴ A case statement is the "reason for giving" that is provided to potential donors and funders in order to convince them to make a gift to a worthy cause or project.

CHR66A should also consider developing an earned income plan. This plan would deal with funds derived from the sale of Route 66 merchandise, licensing agreements, publishing and other activities.

Under the best circumstances, it would be valuable to have a trained fundraiser on staff or as hired counsel working on behalf of the Association. However, on an interim basis CHR66A should consider creating a Development Advisory Committee to help create and oversee the implementation of an initial fundraising plan for the Association. This Committee should include representation from the Association as well as its government and community partners.

Action Step #3:

Create planning documents that guide project and program development in the following areas:

A comprehensive marketing/communications effort – Raising the positive visibility of Route 66 among a variety of audiences, including the general public, is essential to creating a supportive environment for future preservation, education and fundraising activities. A well-planned and informed marketing and communications plan that addresses this need should be developed as soon as possible. The plan should include a broad range of marketing and communications activities such as traditional press releases, brochure and a newsletter, as well as special events that provide a connection to audiences with an identified interest in the roadway. Implementation of this plan should be left to a sub-committee of the CHR66A Board of Directors.

A comprehensive preservation plan – Preservation activities aimed at restoring and preserving Route 66 should be included in a comprehensive plan that identifies specific needs, sets priorities, and outlines the resources necessary to complete various preservation projects.

A comprehensive interpretive/education plan – Using the roadway – as well as various historic and cultural sites along its path – to link current and future generations to this unique American icon can best be accomplished through a detailed plan that identifies interpretive and educational opportunities. This plan should include an exhaustive list of programs and projects that, if implemented, will create a deeper understanding and appreciation for the impact Route 66 has had on contemporary life.

An economic development plan – This plan should identify opportunities to use Route 66 as the catalyst for local economic development, with a special focus on

promoting responsible cultural and heritage tourism.

Funding for this planning effort is likely to be available from a variety of sources including government at all levels, as well as the private philanthropic and corporate sectors. Once decisions about priorities are made by CHR66A, clearly written case statements for the highest priority planning effort on the list should be developed and submitted to potential funders.

Goal #4 – Develop an accurate and current list of official designations that apply to Route 66.

Attendees at the workshop were not certain about the entire list of official designations that apply to Route 66. The participants developed the following list of possibilities:

All-American Highway
National Scenic Byway (or Highway)
State Scenic Highway
Back Country Byway
National Historic Landmark
National Register Site

Having an accurate list of current and possible designations for Route 66 is important for two reasons. First, there could be funding available from certain government agencies and programs for roadways that carry a particular designation. An official designation could be an attractive element of a case statement for a proposal presented to institutional funders on behalf of the roadway. Second, these designations provide credibility and cachet that will be invaluable as CHR66A and others prepare to tell its story through a focused communications and marketing effort.

Action Step #1:

Construct a comprehensive list of possible designations that Route 66 might qualify for,

as well as the criteria that must be met in order to receive the designation. Based on this, develop a firm list of current designations and conduct further research to determine special benefits available to CHR66A as a result of these designations.

Action Step #2:

If Route 66 meets the criteria for other designations, take steps to obtain that recognition as soon as possible.

Goal #5 – A sustainable method to provide ongoing implementation, management and review of the Action Plan should be developed and put in place by CHR66A.

The work outlined in this Action Plan is ambitious and will, no doubt, take several years to complete. As initial goals are reached, new goals will be identified and added to the Plan to continue realizing the project Vision. For that reason, CHR66A and its advisors must start the implementation process with an eye to the future in order to insure that appropriate steps are taken to maintain the consistency and momentum of this work.

Action Step #1:

CHR66A and its advisors should create a process to provide periodic review of the progress made in implementing the Action Plan. This review should be conducted at regular intervals. It should provide CHR66A and other groups involved with the project with an opportunity to revise priorities based on changing needs and resources.

Action Step #2:

CHR66A should identify key contacts the group feels should be informed on an ongoing basis about the project. This should include a broad range of key strategic allies who – as the project proceeds – may be asked to provide some kind of support. This information should become part of a dynamic database that is regularly updated. Communication with this group should take place at regular intervals to keep them informed, and thus strengthen their support for any activity that benefits Route 66.

THE ROUTE 66 PARKING LOT

It is common during a process like the one used to develop this Action Plan that certain ideas and concepts emerge that do not fit precisely within the current scope of work. Rather than lose these worthwhile thoughts, a *Parking Lot* was established at both workshop sessions so this material could be revisited at another time. The following are parked ideas from each workshop.

The San Bernardino Parking Lot

- Maintain quality of image and resource links
- Develop a committee to aggressively preserve/market Route 66
- Develop a good resource (map) marking the actual route
- Deploy resources
- Specifically define what is of significant value along the Route
- Create consistent design for signage
- Consider phased implementation

The Barstow Parking Lot

- Develop a map with more information about all areas of interest/museums along the Route
- Encourage schools to include a study of Route 66 in their curriculum
- Address the graffiti, vandalism and fencing issues

EXHIBITS

EXHIBIT A
Workshop Participants

John Anicic Jr.
Fontana Historical Society

Molly Brady
Bureau of Land Management – Needles Field Office

Craig Bruorton
City of Fontana

Danny Castro
California Historic Route 66 Association

Sally Cunkelman
Bureau of Land Management – Barstow

Gloria Darling
Councilmember, City of Barstow

Sheri Davis
Inland Empire Film Commission

Elaine Downing
Bureau of Land Management – Needles Field Office

Louis Flores
*Representing Dick Doyle
Caltrans District #8*

Elliott L. Graham
San Bernardino National Forest

Lee Greenwood
Lewis and John Gilbert Foundation

Betty Halbe
California Route 66 Museum – Victorville

John Hamill
Department of Interior Desert Managers' Group

Roger Hathaway
County of San Bernardino

Robert F. Hilburn
Mojave River Valley Museum Association

EXHIBIT A
Workshop Participants – Continued

Ed Hlava
Azusa Cultural and Historical Landmark Commission

Barbara Howard
Helendale Chamber of Commerce

Gene Huey
County of San Bernardino

Chick Kirk
California Route 66 Museum – Victorville

David Knudson
National Route 66 Association

Robin Laska
Archaeological Information Center – Glendora
State Office of Historic Preservation (Representing Eugene Itogawa)

Al Lavin
City of Glendora

Jeanetta Lawrence
Needles Chamber of Commerce

Sondra Lee
City of Monrovia

Ili Lobaco
City of La Verne

Bob Lundy
San Bernardino County Tourism Development Council

Maggie McShan
Needles Museum

Patrick J. Mead
San Bernardino County Public Works Department

John R. Murray
Bureau of Land Management – Needles Field Office

Craig Murray
City of Upland

EXHIBIT A
Workshop Participants – Continued

Maria Mutschler
California Historic Route 66 Association

Ruth E. Neal
Needles Museum

Flavio Nunez
City of Rancho Cucamonga

Jennifer Nutter
Inland Empire Tourism Council

Rolla Queen
Bureau of Land Management – Riverside

Joe M. Rodriguez
Representative, Supervisor Jerry Eaves

Maggi Stamm
Representative, Supervisor Jon Mikels

JoAnne Webb
California Convention and Visitors Bureau

Mr. & Mrs. Geoffrey Willis
California Historic Route 66 Association

EXHIBIT B
Workshop Invitees (Not Attending)

Judy Anderson
California Desert Protection League

Kris Assel
San Bernardino National Forest Association

Steve Baker
Monrovia Historical Society

Mary Ball
Arcadia Historical Society

Richard Carrico
Society for California Archeology

Dennis Casebier
Friends of the Mojave Road

Robert H. Chesney
Friends of El Garces

Rick Cole
City of Azusa

Kathy Davis
San Bernardino County Board of Supervisors

James Dodson
Sierra Club

Pete Dwyer
Mayor, City of Needles

Ginger Elliott
Claremont Heritage Society

John Fisher
City of Los Angeles

Pauline Goss
Sierra Club

Mr. & Mrs. Norman Hancock
Newberry Springs Chamber of Commerce

Steve L. Hartman
California Native Plant Society

EXHIBIT B
Workshop Invitees (Not Attending) – Continued

Douglas Hogue
Caltrans District #8

Jan Holmbrand
General George S. Patton Jr. Museum

Sean Joyce
City of South Pasadena

James Kinley
City of Rialto

Pete Kinnahan
City of Arcadia

Mr. & Mrs. Harold W. Knoll
Hand H. Enterprises

Cynthia Kurtz
City of Pasadena

Mary Martin
National Park Service – Mojave National Preserve

Susan McCarthy
City of Santa Monica

Blaine M. Michaelis
City of San Dimas

Jane Negley
Glendora Preservation Society

Ginger Ontizeros
California Welcome Center

Tom Parry
City of Needles

Thomas A. Potter
Chief of Park Operations – San Bernardino County

EXHIBIT B
Workshop Invitees (Not Attending) – Continued

Jon Roberts
City of Victorville

Victor Rollinger
City of Pomona

Mark Scott
City of Beverly Hills

Emilyn Sheffield
Chico State University

Glenn Southard
City of Claremont

Roger Van Helden
Los Angeles Convention and Visitors Bureau

Carol A. Wiley
Sierra Club

Walt Wilson
Roy's Café and Motel – Amboy, California

Sue Yee
Chinese Historical Society

Mr. & Mrs. Najah Zeinaty
Hi Sahara Oasis – Essex, California

Office of Congressman Jerry Lewis

Marine Corps Logistics Base – Barstow

Santa Monica Historical Society

Cadiz, Inc. – Cadiz, California

Upland Historical Preservation Society

growth. Based on the outcome of these two meetings, we will be working with our project consultant to develop a common action plan to guide our future efforts. We anticipate the action plan will be completed sometime in late summer. Among the topics both the workshops and the action plan will address are:

Visit our website at: www.ca.blm.gov/needles

EXHIBIT C
Letter of Invitation to Workshops — Continued

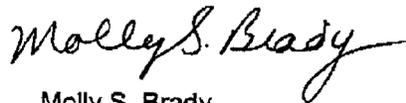
- A common vision and set of goals for the future of California Route 66;
- A prioritized list of activities designed to restore, preserve and enhance the roadway;
- A preferred method of providing long-term leadership and direction to this effort;
- An estimate of resources - financial, personnel and talent - that will be needed to accomplish our vision;
- A list of key roles and responsibilities for all identified stakeholders;
- An exploration of potential sources of funding to support Route 66 restoration and preservation activities; and
- A list of critical "next steps" and a time line for future work.

To confirm your attendance at one of the workshops, order lunch or receive more information about the location of these meetings, please contact Elaine Downing at (760)326-7003 or via email at edowning@ca.blm.gov before April 20, 2000. Attendance at these meetings is limited, therefore your invitation is transferable to one delegate only per agency/organization. If you are unable to attend but would like to remain on our mailing list, please let us know.

Our goal is to work as a partner with all stakeholders to bring California Route 66 back to good health, while preserving the roadway's unique position in California and transportation history. We hope you will join us in this important effort.

We look forward to seeing you in April!

Sincerely,



Molly S. Brady
Field Manager

Visit our website at: www.ca.blm.gov/needles

EXHIBIT D
Vision Concepts

Route 66
Developing a Common Vision of the Future

As you think about the Vision, consider:

Original	San Bernardino Additions	Barstow Additions
Restoration	Fun	Education/Interpretation
Preservation	Education	Coordination/Consistency
Historic Values	Signage	Management
Cultural Icon	Hospitality Experience	Evolution
Future Generations	Enhancing Friendships	Definition/Inventory of Historic Values
Transportation History	Renewal	Heritage
Motorized Transportation	Linkage	Marketing
Posterity	Activate Historical and Economic Values	Nostalgia
Economic Values	Discovery	Advocacy
Partnership	Heritage Tourism	
Enhance		