

CALIFORNIA STATE PARKS

Performance Management Report

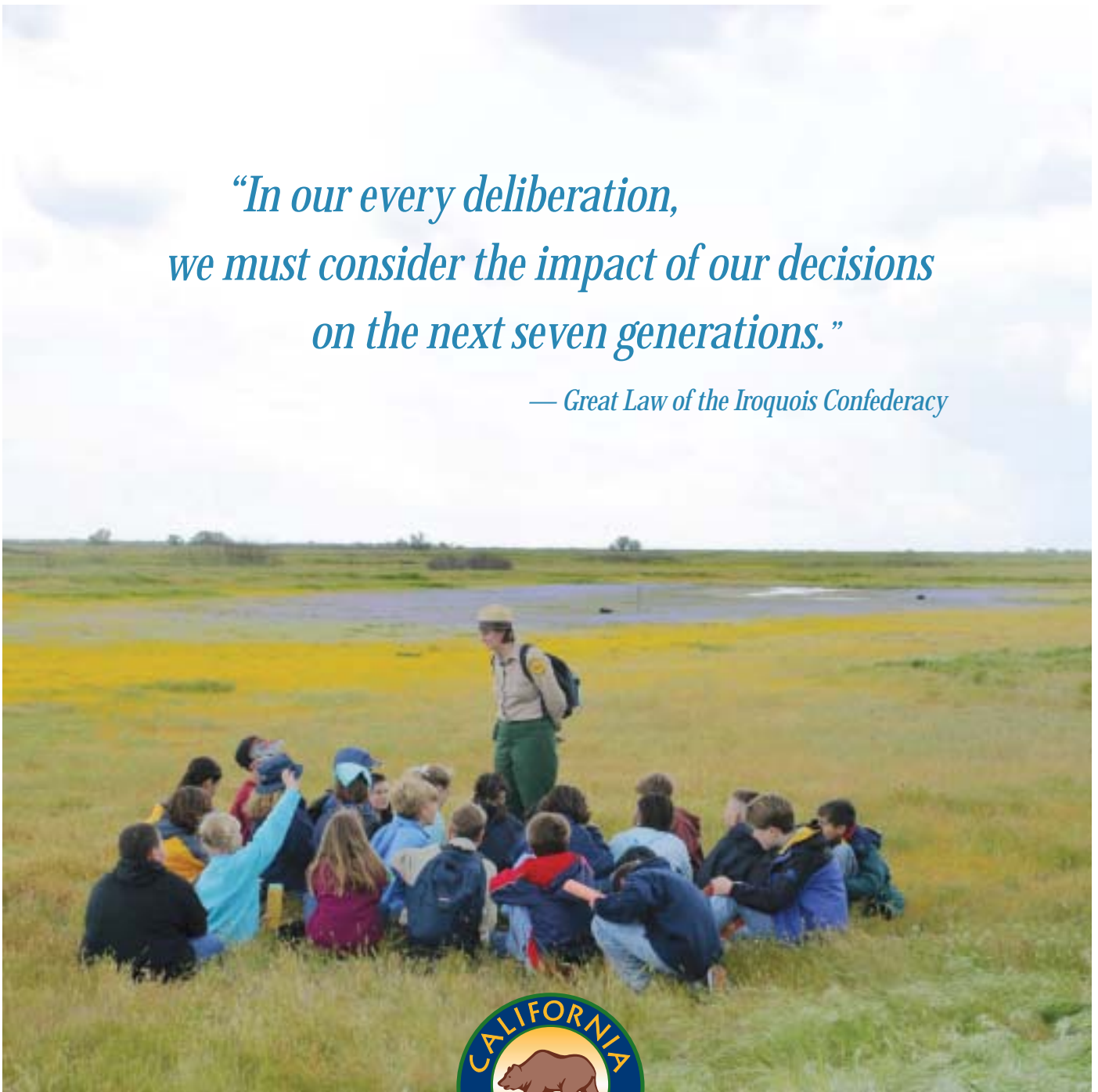
2004



Celebrating the 100th Anniversary of Fort Ross State Historic Park

*“In our every deliberation,
we must consider the impact of our decisions
on the next seven generations.”*

— Great Law of the Iroquois Confederacy



California State Parks
Performance Management Report
2004



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Introduction

This report is the biannual status of performance outcomes and measures for the California Department of Parks and Recreation.

The report is divided into two sections:

- The first section summarizes the mission, vision, values and strategic initiatives of California State Parks.
- The second section details the Department's Performance Management System. The following terminology is used throughout.

“**Statute**” is the legal charter of California State Parks, as required by the Public Resources Code and the California Code of Regulations.

“**Mission**” describes why California State Parks exists and what it does.

“**Vision**” is the strategic direction that the Department strives to follow. By having a clear image of the ideal future, energy can be marshaled to shape that future.

“**Strategic Initiatives**” provide for implementation of the Department's vision.

“**Values**” are statements that express the enduring ideals, or shared beliefs, required of State Parks' employees. Identifying these beliefs is of the utmost importance, for they provide guidance in achieving the Department's mission.

“**Core Programs**” are the unique business functions of the Department that are inherent in the mission statement.

“**Outcomes**” are the results of organizational action in core programs.

“**Outcome Measures**” are the performance indicators that denote the degree of program accomplishment.

“**Performance Targets**” are the expected or anticipated levels of performance.



Bull elephant seals at Año Nuevo State Reserve

The Pathway to the Seventh Generation

This is a summary of the information contained in the Department's publication "The Seventh Generation," the Strategic Vision of California State Parks. The full text of the document details the heritage of the Department from its inception to the present that inspired the formulation of the strategies for the future.

This section condenses the Pathway to the Seventh Generation as a prelude to the department's Performance Management Report.

Statute

The Public Resources Code and the California Code of Regulations call for California State Parks to *"...administer, protect, provide for recreational opportunity, and develop the State Park System; to interpret the values of the State Park System to the public; to operate the Off-Highway Motor Vehicle Recreation Program; to administer the California Historical Resources Protection Program; and to administer federal and state grants and bond funds to local agencies."*

Mission

The mission of the California Department of Parks and Recreation is to provide for the health, inspiration, and education of the people of California by helping to preserve the state's extraordinary biological diversity, protecting its most valued natural and cultural resources, and creating opportunities for high-quality outdoor recreation.



Montaña de Oro State Park

Vision

As California moves into the 21st century, California State Parks will reaffirm its role as the recognized leader among park, recreation and resource management service providers. The Department will provide clean, well-maintained grounds and facilities that are inventive and inviting. The Department will strengthen its bond with traditional partners and seek new partnerships as a way of connecting with all Californians. Cutting edge technology and best management practices will be used to increase the Department's efficiency and broadcast the message of park opportunities to all Californians.



Old Town San Diego State Historic Park

Natural and cultural resources, once in jeopardy of becoming vanishing remnants of the state's heritage, will enjoy renewed health and vigor. Returning and new park visitors will enjoy a rich variety of activities, programs, and multi-cultural events, in joyous gatherings or quiet, contemplative settings. And the image of park rangers and staff, as stewards of California's rich bounty of natural, cultural and recreational resources, held in public trust for future generations, will be rekindled in the hearts and minds of Californians.

Values

Integrity—We will serve the public in an honest, ethical, and forthright manner by keeping our promises and adhering to the letter and spirit of the law.

Environmental Respect—We respect the intrinsic values of both the natural and cultural environment, and believe that their preservation is essential to our health and to the definition of the California identity.

Cultural Diversity/Accessibility—In addition to biological diversity, we believe that cultural diversity is one of California's most valuable resources. We recognize that a diverse workforce enables us to better communicate with all peoples. We believe in the right of all Californians, including persons with disabilities, to have access to California State Parks.

Continuous Improvement and Innovation—We believe that our system of service delivery can always be improved, and we will work at effecting that improvement. We conduct business efficiently and economically.



Pigeon Point Lightstation State Historic Park

Employee Investment and Involvement—We respect each employee as a full organizational partner and participant in the delivery system of our mission. We believe that each employee should have the power to act when situations arise, should be trained to treat everyone with respect and dignity, and should have ongoing learning opportunities. We value employee creativity, and acknowledge that creativity means taking risks and learning from mistakes. We are members of cohesive teams working toward the achievement of the department's mission.



Sailboat in the bay at Morro Bay State Park

Strategic Initiatives

California State Parks' Strategic Initiatives are the implementation strategy for our vision. Each initiative has its own implementation plan and outcome. The initiatives include:

Increase Diversity—Improve the visibility and relevancy of the department for a large portion of the public we serve.

Increase Leadership in Parks and Recreation—Re-engage with the broader park, recreation and resource management community.

Focus on Cultural Resources—Increase the focus and awareness of our priceless heritage.

Utilize Technology—Expand opportunities in the utilization of technology to accomplish our mission.

Increase Leadership in Natural Resource Management—Protect and manage the biological diversity and self-sustaining natural systems that support the individual park units, and establish the department as a major player in environmental issues in California.

Develop a New Image—Communicate a clear and consistent image as it meets the challenges ahead and communicate the richness of values contained within California State Parks.

Create an Urban Connection—Become more relevant to the major population centers of the state.

Expand Recreational Opportunities—Provide additional outdoor recreation opportunities to keep pace with the needs of California's growing, diverse population and changing lifestyles.



Rocky coastline at Point Sal State Beach

Core Programs and Outcomes

Our core programs are the major activities that encompass the mission of the department. They include Natural Resource Protection, Cultural Resource Protection, Facilities, Interpretation/Education, Public Safety and Recreation. Each core program can be defined by measurable outcomes that encompass the essence of California State Parks' legal mandates as defined in statute and articulated in the mission of the department. Part II of this publication is divided into core programs, providing analysis of data in outcome measurement terms.



The historic ghost town of Bodie State Historic Park

Conclusion

Understanding the department's mission and committing to achieving it are essential elements for its success.

Today, in spite of facing one of the most significant fiscal challenges in history, the department is better prepared to assess the degree that budget actions will affect the outcomes that encompass the mission of the department. The administration of Governor Arnold Schwarzenegger has expressed its positive support for California's parklands and its benefits to the people of California.

The following report clearly outlines the mission, core programs, values, vision, and outcomes of California State Parks so that there is a common understanding of the future to which state parks aspires.

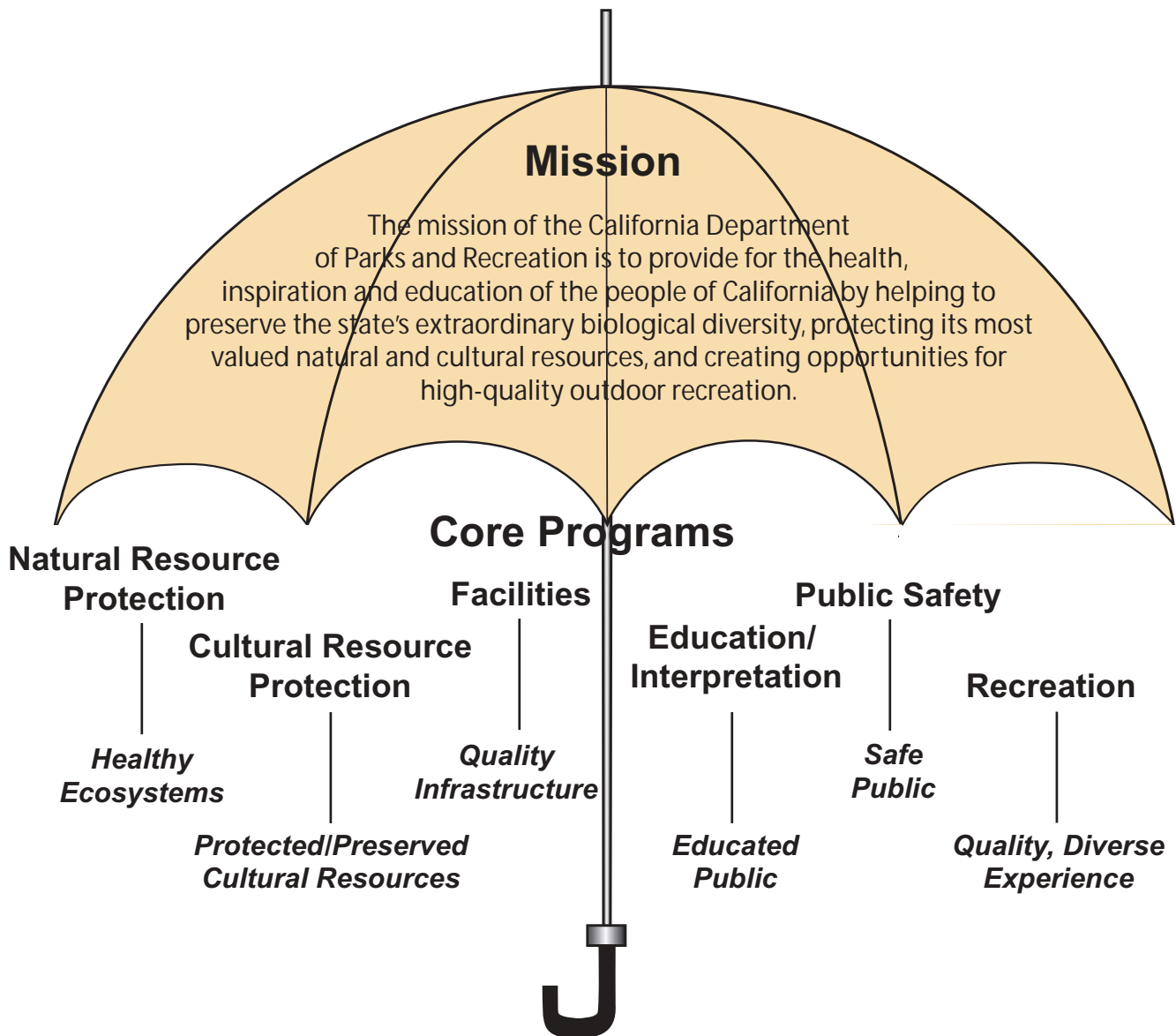


Sunset fisherman at Pismo State Beach

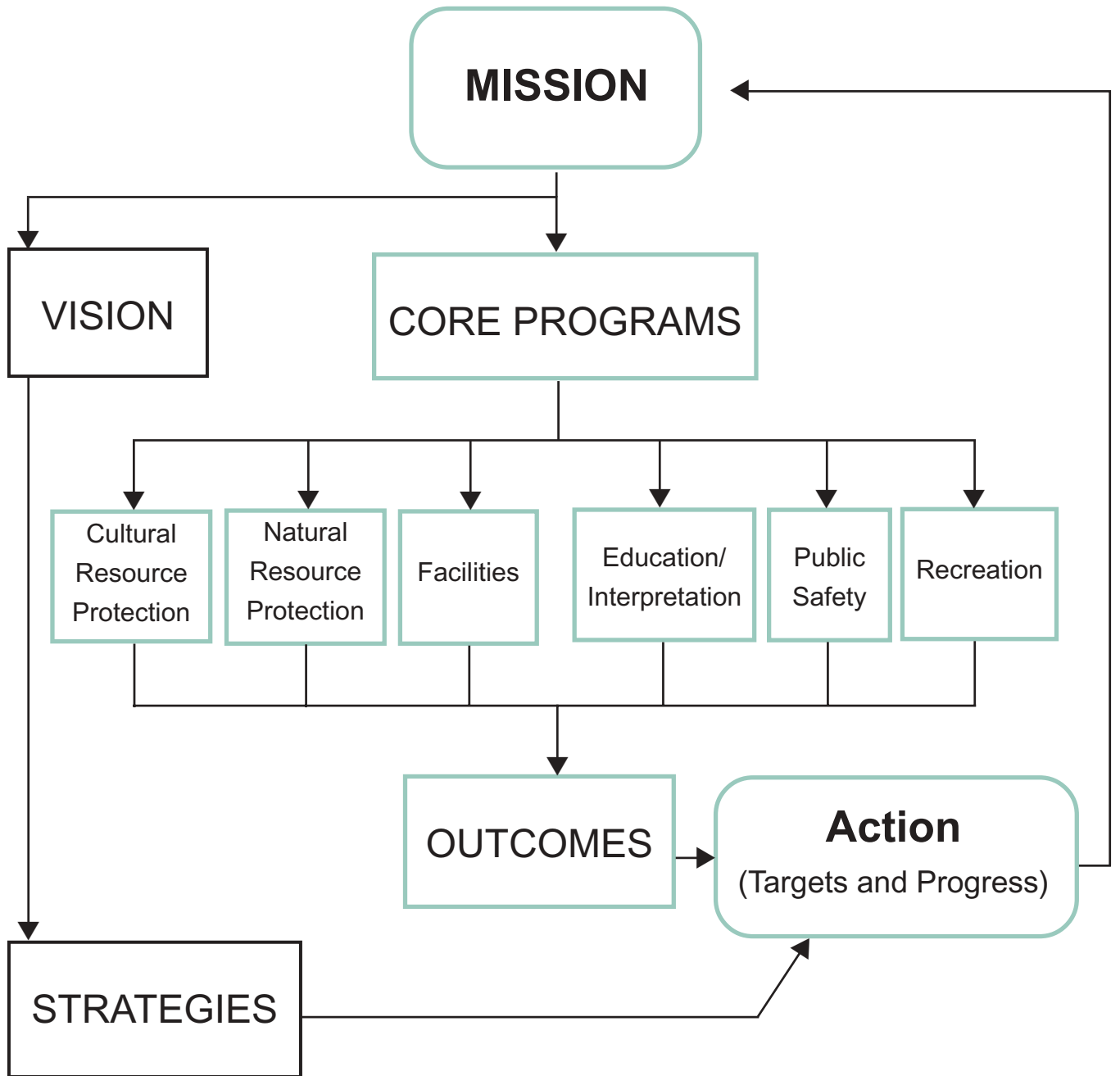
Performance Management System

The diagrams that follow depict the general order of the Department's Performance Management System. The mission is the umbrella of the system, from which all activity is generated. The department's core business activities, or "Core Programs" that are derived from the mission, represent the unique functions the Department is required to perform. Logically following each core program is a desired outcome. Each outcome is assessed by a set of measures that together indicate the degree of success accomplished during each measurement period.

Under the Umbrella of the Mission



Strategic Vision Model



Core Programs, Outcomes, Measures, and Targets

California State Parks has six core programs: Natural Resource Protection, Cultural Resource Protection, Facilities, Education/Interpretation, Public Safety, and Recreation. Outcomes and multiple measures are established for each core program. Targets predict anticipated performance levels for each outcome.

- **Natural Resource Protection**—Activities related to the management and perpetuation of the natural resources of California State Parks
Outcome: Ecosystems and constituent elements are in a desired condition.
- **Cultural Resource Protection**—Activities related to the management and perpetuation of the cultural resources of California State Parks
Outcome: Significant cultural sites, features, structures, and collections are protected and preserved.
- **Facilities**—Activities related to the maintenance of facilities, systems, roads, and trails in California State Parks
Outcome: Provide and maintain a quality infrastructure.
- **Education/Interpretation**—Activities related to the interpretation of park resources and the education of park visitors and the public at large
Outcome: The public understands the significance and value of the state's natural and cultural resources through education, interpretation, and leadership.
- **Public Safety**—Activities related to the public safety, emergency services, and law enforcement in California State Parks
Outcome: Provide a safe environment within state parks.
- **Recreation**—Activities related to the provision of recreational activities and programs for the visitors to California State Parks.
Outcome: Improve the quality of life for Californians through the provision of diverse, high-quality recreation experiences and opportunities.

The department's strategic planning process, with identified priorities for action (strategic initiatives), is integrated into the Performance Management System. The Performance Management System is a constantly evolving model. Although the mission and core programs tend to be static, strategic initiatives change, and performance measures are modified to more accurately reflect levels of accomplishment. The quantity and quality of data that support performance measures are also evolving as the Department increases its ability to design, collect, and analyze data.

Performance Management Report Format

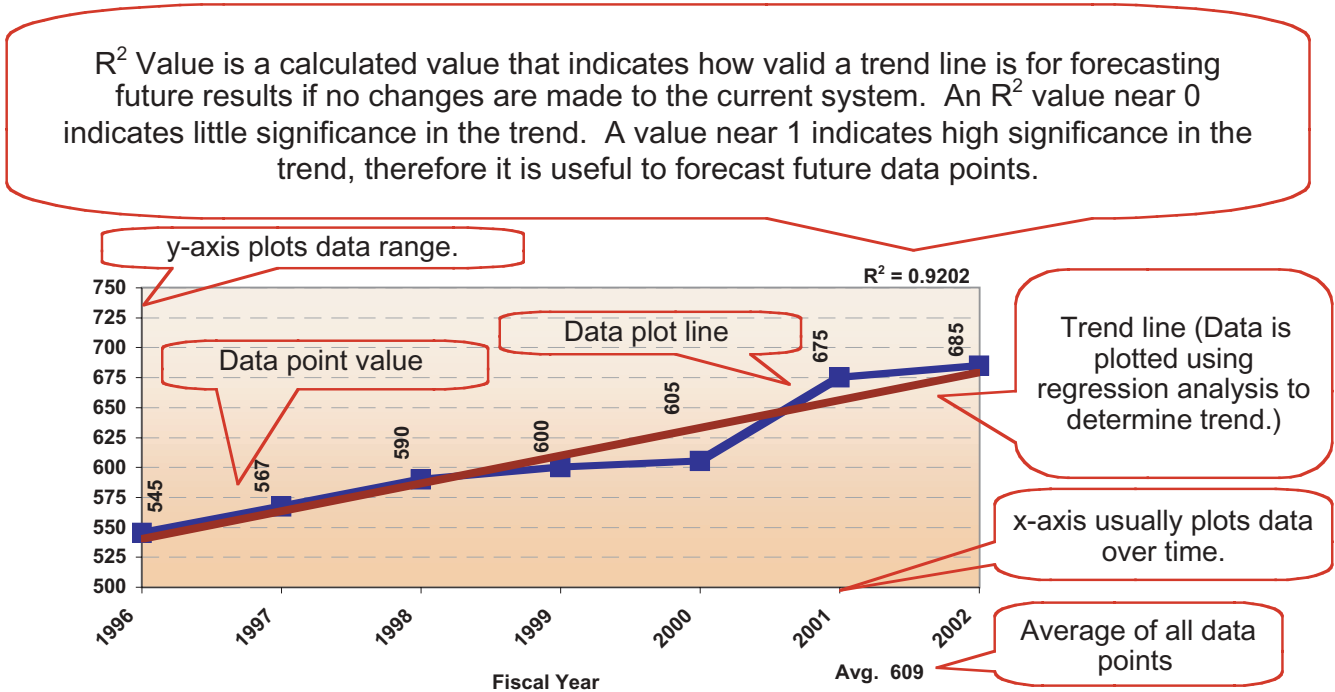
This report is organized around the six core programs of California State Parks. Defined as the distinct business functions or activities that emanate from the department's mission, the core programs are: Natural Resource Protection, Cultural Resource Protection, Facilities, Interpretation/Education, Public Safety and Recreation. The order that the programs appear in this report does not reflect their relative significance.

Each chapter of this report contains four sections:

- **Current Status** discusses the status of each of the measures in terms of what is being measured and why.
- **Measurement Rationale** lists the different aspects of the core program where measurement is applied. The cumulative effect of these measures should be a good indicator of success for each core program without measuring every detail.
- **Data** contained in this report is represented in charts that help illustrate either ongoing time-sequenced information (usually shown in trend charts) or cumulative data (usually represented in bar charts).
- **Measures** detail information derived from each data source and, where possible, analyses of how the data is, or will be, used to help steer the Department toward improvement in each of the core program areas.

Sample Trend Chart

The sample trend chart below describes how trend charts are used to analyze time-sequenced data. (Bar charts are self-explanatory.)



Natural Resource Protection

California State Parks is the steward of some of the most diverse ecosystems in the world. With the role of stewardship comes the responsibility to preserve, and when necessary restore, these natural systems of state and national significance.

Current Status

Natural resources within the State Park System and throughout California face a variety of risks. Continuous urban expansion sequesters native plant and animal species into protected sanctuaries with hostile boundaries. The introduction of non-native or exotic species of plants and animals threatens natives. This has resulted in many species of flora and fauna being classified as threatened or endangered, risking extinction without intervention and protective measures. Additionally, natural processes lead to a buildup of fuels and prohibit natural propagation of certain species that depend upon the natural fire cycle for renewal or survival.

■ Lands Contributing to Sustainable Ecosystems

The Department is committed to increasing sustainability of parklands by securing lands that will bridge or link parks to other protected areas. These linkages will buffer the impact of urban residential use and provide meaningful watershed protection. They may also contribute to partnerships with other agencies by meeting regional conservation planning goals.



Herd of elk at Prairie Creek Redwoods State Park



McArthur-Burney Falls Memorial State Park

Measurement Rationale

Measurement is essential for the Department to succeed in its mission to preserve the state's extraordinary biological diversity and protect its most valuable natural resources. Ecosystem measurement is time consuming and difficult, and the challenge for measurement is in the selection of key elements that accurately portray the overall health of each park unit. It requires a mix of the following indicators of ecosystem health.

- Lands contributing to sustainable ecosystems
- Exotic plant and animal species control and management
- Monitoring of flora and fauna
- Restoration of natural processes
- Visitor perception
- Paleontological resource management

■ Exotic Plant and Animal Species Control and Management

Measurement of exotic plant and animal species in California State Parks improved significantly with the creation of the Natural Resources Condition Assessment. In fiscal year 2001-02 the Department collected baseline information from 197 park units representing 94 percent of the natural units in the system. The information collected defines the extent of coverage of the most damaging exotic species of plants and animals found in the units surveyed. The survey introduced measurement of “management units” boundaries based on permanent features unlikely to change. Management units are manageable-sized areas, enabling efficient organization and scheduling of natural resource monitoring and maintenance. Boundaries of management units define logical margins, easily recognizable to experts, that include areas with similar management goals. For example, the management unit boundary may separate a wetland from an upland area, or a beach/dune area from a facilities area. The Department identified 1,064 management units in the 197 parks surveyed.

■ Monitoring of Flora and Fauna

Natural resource monitoring reveals the effects of natural and human processes on natural resources. Information from monitoring identifies potential actions that could mitigate ecosystem degradation. Over the past several years, the Department has developed a Natural Resources Maintenance Program to survey parklands for defined elements of environmental health. Long-term measurement of trends enables State Parks to manage its ecosystems for ongoing health, significance and sustainability, and to eventually restore them to their pre-settlement indigenous state.

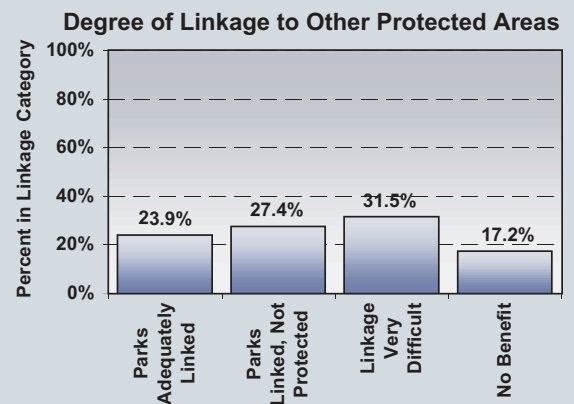


Road removal and peak restoration at Angel Island State Park

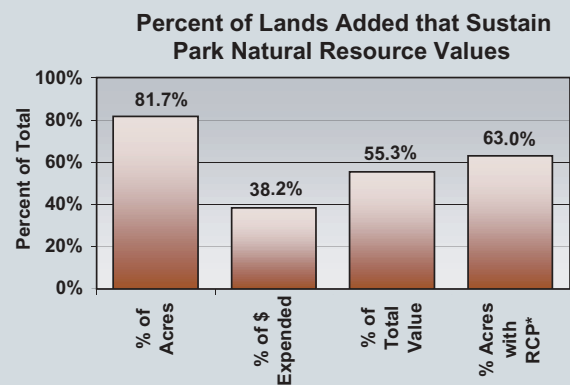


Western tiger swallowtail butterfly at Silverwood Lake State Recreation Area

Data



The chart above depicts the degree that parklands can be or are adequately linked to other protected areas. The chart below illustrates the Department's efforts to secure lands that sustain park natural resource values and their degree of sustainability.



*RCP= Regional Conservation Plans



Coal Canyon acquisition in Chino Hills State Park

■ Restoration of Natural Processes

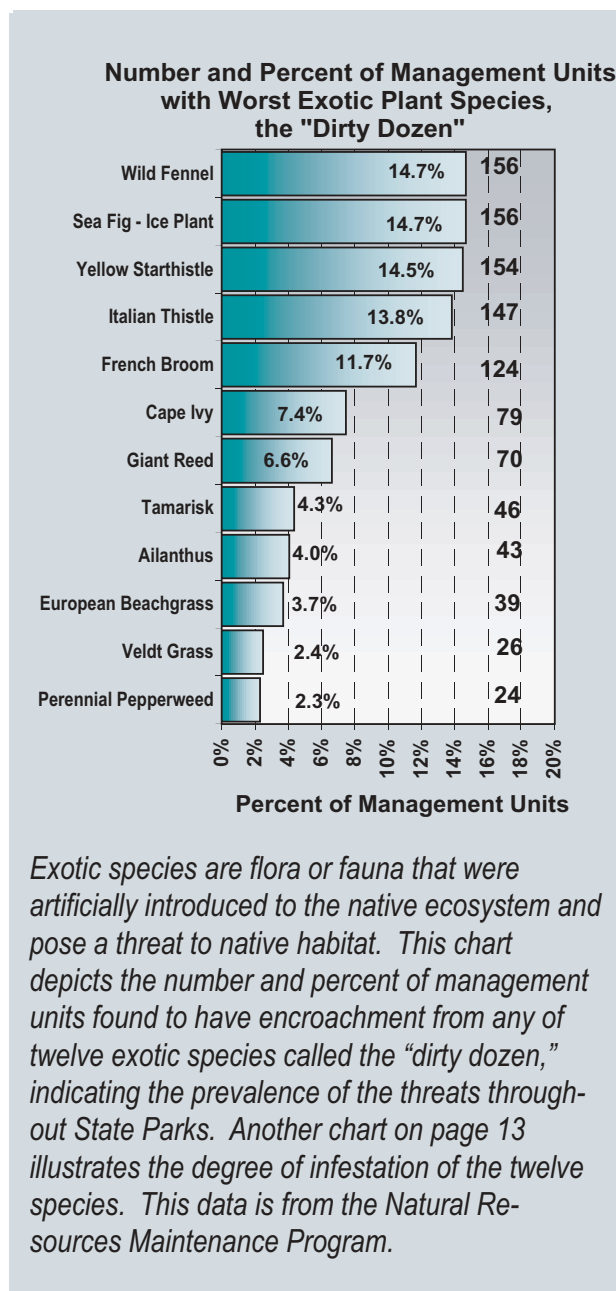
Central to State Parks' strategy of natural resource restoration is the restoration of natural processes and the removal of artificial processes. Over the past 50 years, wildfire has been effectively excluded from state parklands. However, current land management science has determined that fire is a necessary element in the natural ecological process. Cyclical fire provides for greater biodiversity by allowing the natural succession of vegetation. It also reduces the build-up of large fuel sources, thereby preventing catastrophic fire events. There are also inherent fluctuations in the process of prescribed burning due to numerous variables that affect fire application such as weather, staffing schedules, availability of cooperating agencies, and length of burn season.

■ Visitor Perception

Building a strong advocacy and constituency is paramount to success in California State Parks. The Department conducts an ongoing visitor survey, containing a seven-year baseline of information on visitor satisfaction with the preservation and protection of natural and cultural resources. Public perception and input helps managers understand how to limit potential damage from human contact as well as determine the degree of advocacy for the department's responses to ecosystem management issues.

■ Paleontological Resource Management

The Department has a number of active paleontological beds, primarily in the desert regions of southern California, where new specimens are still being discovered. Discovery sites are surveyed, monitored, and recorded. Critical specimens are processed and studied in a museum environment, and eventually used to interpret millions of years of changing climate, vegetation, and animal life.



Coal Canyon wildlife linkage



Native grassland restoration at Mt. Tamalpais State Park

Measures

■ Lands Contributing to Sustainable Ecosystems

The Department commits to securing lands to sustain currently protected natural resource values. Sustainable additions fall primarily into the following categories:

- 1) Provide, create or protect linkages to existing protected areas,
- 2) Contribute to complete watershed protection, or
- 3) Provide meaningful buffers from urban impacts.

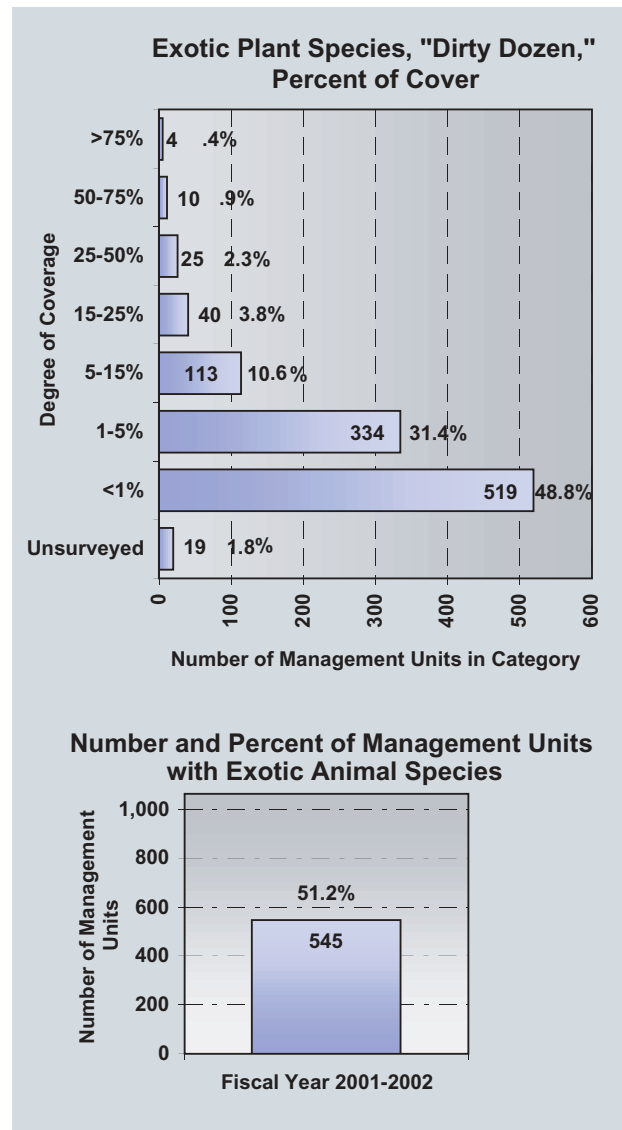
The acquisitions may also contribute to regional conservation planning goals.

By linking natural resource areas of California State Parks to other protected areas, the department can avoid the impact of fragmentation which include major species losses and habitat degradation.

This measure portrays the percentage of land additions meeting park natural resource values. While the largest percentage of total land added supports these values, the most important lands, which are near urban areas, are very costly, making these additions more difficult but with high yield.

■ Exotic Plant and Animal Species Control and Management

Achievement of the control of exotic or invasive species takes place through a variety of eradication processes that reduce or inhibit spread of cover. The Department defined a list of the twelve worst species of exotic plants, referring to them as “The Dirty Dozen.” Choice of these species was made using scientifically-based criteria; The ability to spread rapidly into undisturbed areas; their impact on abiotic (nonbiological) ecosystem processes; biotic community composition; vegetation structure;



Exotic vegetation removal at MacKerricher State Park



Stream macroinvertebrate monitoring at Wilder Ranch State Park

genetic integrity; or their vicinity to rare, threatened, or endangered plants, animals, or sensitive natural communities.

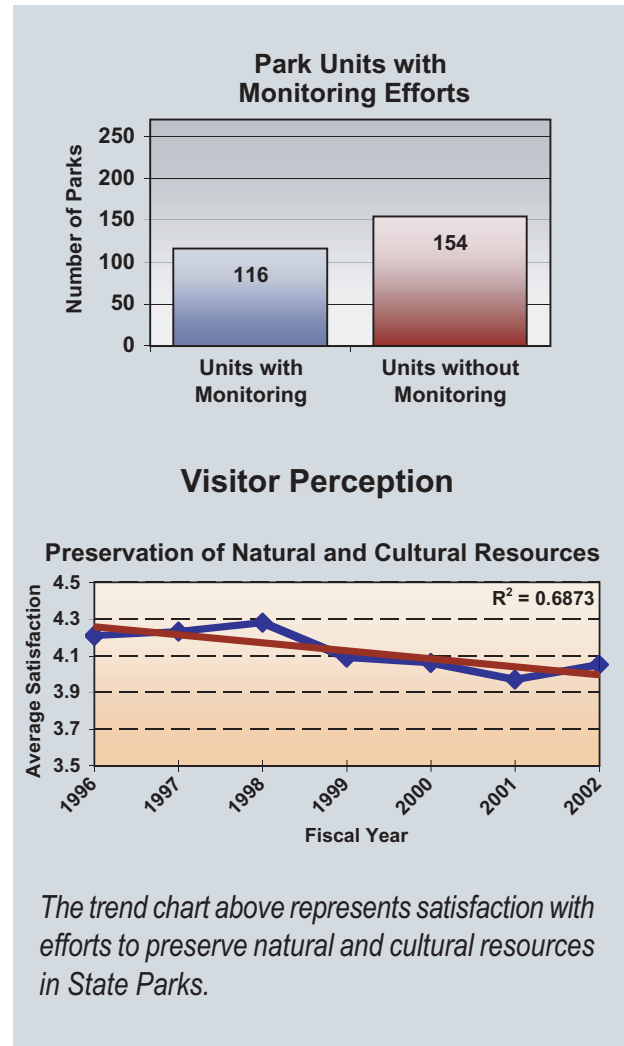
Similarly, nine exotic animals are identified as producing significant impacts on ecosystems.

■ Monitoring of Flora and Fauna

The Inventory, Monitoring, and Assessment Program (IMAP) provides goals, guidance, and standards for evaluation of vegetation, wildlife, and other natural systems within state parks. Scientific data collection methods produce information such as streamwater quality, species distribution of flora and fauna, and numbers of offspring of endangered animals. Monitoring data helps to assess what resources are present and the distribution and quantity of each resource. Trends are tracked so that corrective management actions can be taken when necessary.

■ Restoration of Natural Processes

Prescribed fire and unscheduled wildfires contribute to the health of ecosystems where natural fire cycles have been interrupted. In the five-year period from 1996 to 2001, 88 management units were burned through scheduled prescribed fire, and 79 by unscheduled wildfires. The department is working to understand which remaining management units would benefit most from restoration of the natural fire cycle and anticipates having this data for the next reporting period.



Prescribed fire in Sinkyone Wilderness State Park

■ Visitor Perception

Visitor satisfaction with the degree that natural and cultural resources are preserved and protected is gradually declining, especially from years 1999 through 2002. This corresponds to an increase in park visitation over the same time period.

■ Paleontological Resource Management

During the years 2000 through 2002, 155 of an estimated 102,000 potential discovery site acres were surveyed for new paleontological specimens. The department's policy is to recover fossils only as they become exposed through natural erosion processes.

Data on paleontology in this report applies only to the Colorado Desert District Stout Research Center. Fossils from Red Rock Canyon State Park and others, are housed at UC Berkeley, the Natural History Museum of Los Angeles County, and other facilities throughout the state.

The Museum Collections Facility Index (MCFI) measures the degree to which facilities which house artifacts are in compliance with Departmental standards under several categories of risk. The MCFI measures both indoor and outdoor facilities. Scores for the Stout Research Center remained at 81 percent compliance for paleontology collection storage areas, while efforts continue to get the remainder of the collection into the department's automated registration system.

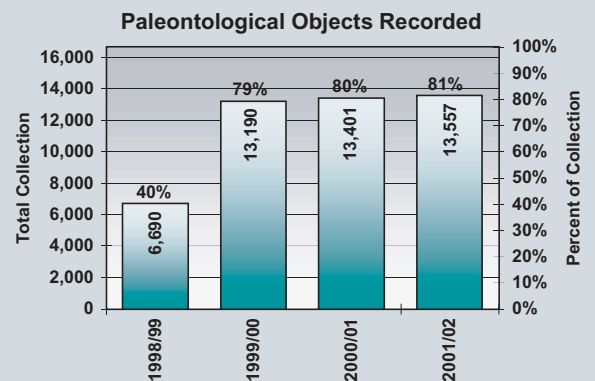
Participation in interpretive programs for paleontology shows a gradual increase, but with a high degree of variation from year to year. Volunteer hours of service for paleontology increased by 15 percent from fiscal year 2000-01 to 2001-02. Volunteers provide a variety of research and interpretation roles for paleontology.



Fossil beds at Red Rock Canyon State Park

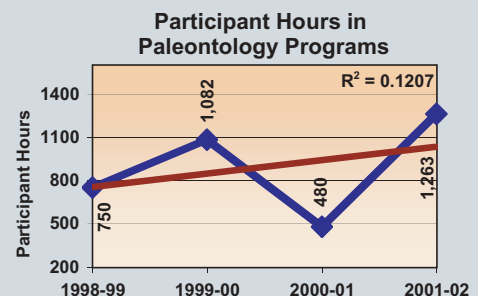


Mammoth tusk found in Anza-Borrego Desert State Park



The chart above shows the cumulative totals of paleontological objects recorded. Of the current known total of over 16,000 specimen, 81% have been recorded into the automated registration system.

Below, visitor participation in paleontology programs varies a great deal from year to year, but shows a gradual increase. Volunteer hours increased 15% last year.



Visitor Comments on Natural Resource Protection

From the California State Parks Visitor Survey 2000-2002

"It's a beautiful well preserved site. Finding a balance that allows humans to enjoy the area and still protect the animals and natural vegetation of habitat must be difficult."

Caswell Memorial State Park, Spring 2002

"More money needed to maintain trails, habitat, and native vegetation."

El Capitan State Park, Summer 2001

"We truly appreciate the efforts to revegetate and reforest this area. Keep up the good work. Maybe in 100 years the campers can enjoy a coastal forest and fine camping."

Andrew Molera State Park, Fall 2000

"My favorite spot on earth!"

Point Lobos State Reserve, Spring 2000

"Wonderful facility. Enjoy the walk on the boardwalk and the beach. I'm glad to see efforts being made to preserve the habitat and environment."

Asilomar State Beach, Summer 2000

"It would be good if you could do a controlled burn to get rid of the foxtail and woods and bring back the wild oats."

San Luis Reservoir State Recreation Area, Spring 2001

"This is a critical bird habitat. Whatever it takes to lower the salt content, maintain the water level and lower the nutrient content of the runoff from irrigation should be done ASAP. The diversity of bird population is rare."

Salton Sea State Recreation Area, Fall 2000

"Our 12 year old girls really enjoyed seeing salt and rock formations and marine life. Thanks!"

Russian Gulch State Park, Summer 2000"

"Need to buy the land around the lake and stop urban building on lakeshores."

Millerton Lake State Recreation Area, Winter 2000

I enjoy very much how Portola is in a very natural state. Very little interference from people as far as amenities go. I feel very much like I am in the forest vs. other places I have gone."

Portola Redwoods State Park, Spring 2000

"I last visited in 1958 as a teenager and found the preservation now of natural resources very satisfactory."

Castle Crags State Park, Summer 2001

"Thank you for labeling tender vegetation areas."

Mount San Jacinto State Wilderness, Spring 2001

"Wonderful resource. This is what makes Ventura County special. I support leaders who preserve this."

Point Mugu State Park, Summer 2000

"Thank you for protection of native coastal dune vegetation. Please continue the program."

Carpinteria State Beach, Spring 2000

"A reasonable balance between preservation and active utilization seems to me to have been reached."

San Onofre State Beach, Spring 2000

"Impressed by efforts to protect fragile areas."

Armstrong Redwoods State Park, Fall 2001

"Beautiful juxtaposition of meadow, orchard and forest maintained well—not overly maintained. Perfect!"

Humboldt Redwoods State Park, Summer 2001

Cultural Resource Protection

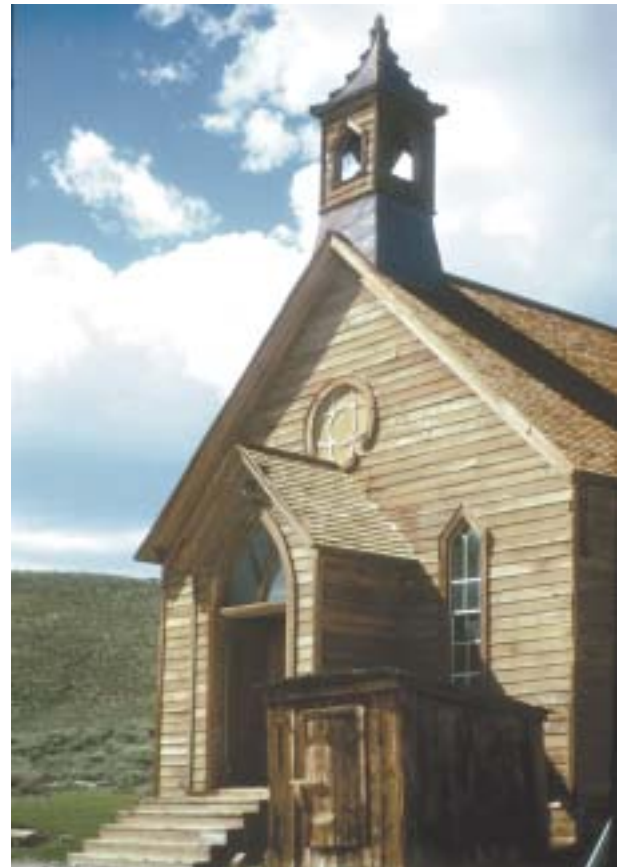
The Department's mission clearly defines the responsibility to preserve and protect the state's most valued cultural resources, both inside and outside state park boundaries. Cultural resources include buildings and structures, historic landscapes, archaeological sites, artifacts, and documents that collectively represent California's rich and diverse cultural heritage.

Current Status

In the past few years, the Department's Cultural Resources Division has made great strides in the development of comprehensive measures for the monitoring, cataloging, assessment, and accessibility of its wide variety of cultural resources. The Department is charged with the stewardship of an estimated 10,000 prehistoric and historic archaeological sites, approximately 1 million museum artifacts and 3 million archival documents located in various parks and museum resource centers, about 2 million archaeological artifacts and specimens, over 1 million historic documents, and approximately 250,000 historic photographs. State Parks also has responsibility for approximately 3,000 historic buildings and structures and a yet undetermined number of historic landscapes.



Indian Grinding Rock State Historic Park



Church at Bodie State Historic Park

Measurement Rationale

The measures established for this outcome assess the degree to which cultural sites, features, and structures are protected, preserved, and made available to the public. Protection from both natural and human elements involves:

- Cataloging, scanning, and documenting
- Archaeological site assessment, protection, and maintenance
- Condition assessment of historic buildings and structures
- Appropriate housing for artifacts
- Stewardship management
- Cultural resource acquisition
- Visitor perception
- Preservation of historic resources outside of the state park system

■ Cataloging, Scanning, and Documenting

Basic protection began with the inventory and documentation of the collections of artifacts and the preliminary assessment to the archaeological sites, structures and landscapes. The Argus System is a database that records, documents, and archives images of historic photographs, and in many cases images of museum artifacts. Currently, the Department is updating the system to a more current system known as The Museum System (TMS), converting all of the records from the Argus system, as well as adding new records to the collection.

■ Archaeological Site Assessment , Protection, and Maintenance

California State Parks contain some of the most significant Native American and historic archaeological sites representing the diverse people who have lived in the state since ancient times. However, many of these invaluable sites are threatened by various natural forces and human activities.

In order to monitor these threats and develop maintenance and protection measures, an archaeological site assessment program is being instituted with the development of an Archaeological Site Condition Assessment Record (ASCAR). The process documents the condition of archaeological sites, identifies preservation and protection issues, and recommends measures to counter observed threats. It also updates archaeological site information and establishes a Global Positioning System (GPS) datum for permanent reference.



Native American Basket Exhibit at the California State Indian Museum

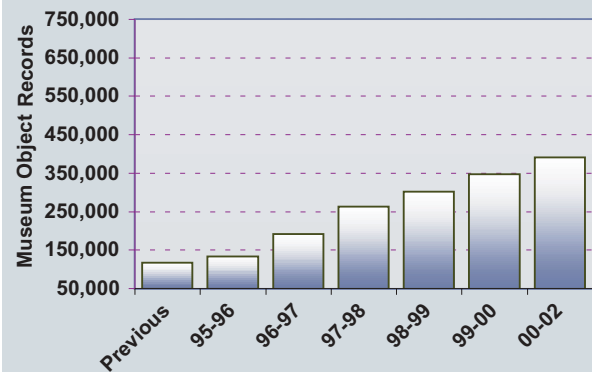


Calcite charm stones from the California Central Valley dating to 3,000 B.C.

Data

Cataloging, Scanning, and Documenting

Museum Objects Recorded (cumulative)



<u>Fiscal Year</u>	<u>Objects Recorded</u>
Previous Effort	116,200
Actual 1995-96	15,960
Actual 1996-97	58,215
Actual 1997-98	72,058
Actual 1998-99	38,010
Actual 1999-00	45,892
<u>Actual 2000-02</u>	<u>43,496</u>
Total	389,831



Storefront at Columbia State Historic Park

■ Condition Assessment of Historic Buildings and Structures

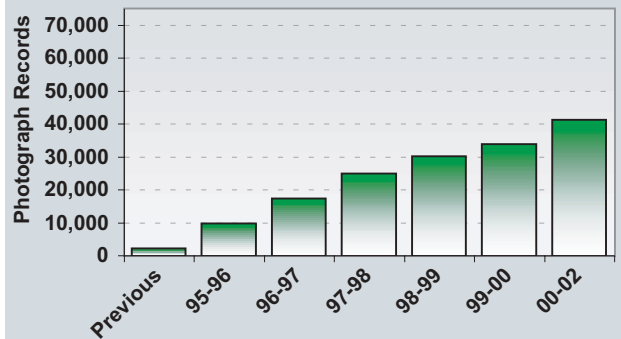
Existing guidelines define a building or structure as “historic” if it is 50 years of age or older. Age, however, is only one of many factors that help to determine a resource’s historic significance in portraying California’s rich cultural heritage. Not only must the Department continue to survey and identify historic buildings and structures within state parks’ infrastructure, it must also evaluate their significance and document their existing condition.

By identifying the important character-defining features of significant historic resources, special criteria for preserving their historic fabric can then be applied. Ultimately, this will ensure that such resources retain their historic integrity while becoming open to the public.

The Department recognizes that a viable survey program forms the basis for all future preservation efforts. Once significant historic resources are identified and evaluated, the next step is to generate historic structure reports and cultural landscape reports to ensure that significant historic resources within state parks are properly preserved and maintained for present and future generations.

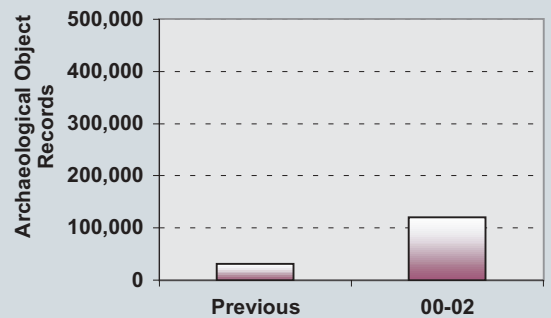
Cataloging, Scanning, and Documenting (cont.)

Photographs Recorded (cumulative)



Fiscal Year	Photographs Recorded
Previous Effort	2,087
Actual 1995-96	7,643
Actual 1996-97	7,526
Actual 1997-98	7,568
Actual 1998-99	5,242
Actual 1999-00	3,729
Actual 2000-02	7,435
Total	41,230

Archaeological Objects Recorded (cumulative)



Fiscal Year	Objects Recorded
Previous Effort	30,000
Actual 2000-02	89,398
Total	119,398



Cogged stone believed to be 6,000 years old found at Crystal Cove State Park

■ Appropriate Housing for Artifacts

The Museum Condition Facility Index (MCFI) is in its fifth year of implementation. This system measures the degree to which facilities that house artifacts are in compliance with Departmental standards under several categories of risk. The MCFI measures both indoor and outdoor facilities.

■ Stewardship Management

With stewardship for many of the state's most invaluable and irreplaceable cultural resources, the Department has the responsibility to address potential threats and preservation needs across the broad spectrum of historical resources within the State Park System. These are prioritized, and projects are developed through the Department's Cultural Stewardship Program.

■ Cultural Resource Acquisition

California has been inhabited by extremely diverse cultures throughout prehistory and history. The Department commits to preserve this rich, diverse cultural heritage and acquire examples of irreplaceable prehistoric, ethnographic, and historic properties that exhibit this diversity for current and future generations. It is important that significant cultural resource properties and cultural landscapes be acquired by State Parks to fill gaps in our understanding of this complex and diverse history.

■ Visitor Perception

The Department has a seven-year baseline of information on the degree of satisfaction with the preservation and protection of natural and cultural resources. Measurement of public perception is important to cultural resource management because it is known

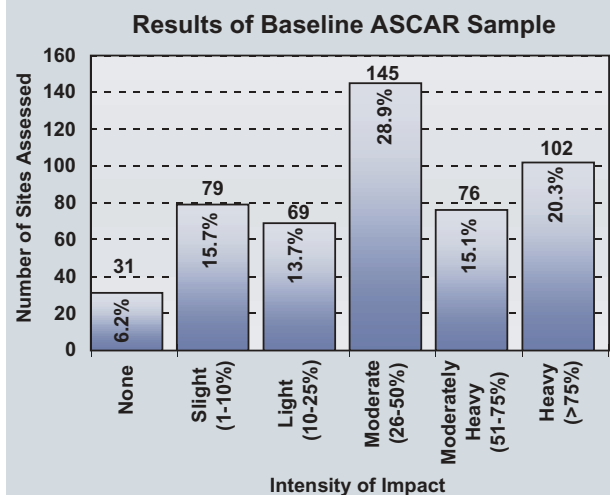


Reconstructed Miwok Village at Indian Grinding Rock (Chaw'se) State Historic Park



Archaeological dig at Marshall Gold Discovery State Historic Park

Condition of Archaeological Sites



Results of the last two years of the Archaeological Site Condition Assessment Record (ASCAR) investigations, spanning a sample of 502 sites across California State Parks indicate that 64 percent of known sites have suffered substantial impacts, rated from moderate to heavy, due to natural and human-caused processes, and are in urgent need of intervention.

This data documents the need for ongoing, annual assessment and maintenance of all archaeological sites in the State Park System. Without this assessment and needed interventions, site degradation will continue to destroy these invaluable ancient and historic archaeological sites, and intervention will be restricted to ad hoc efforts. Funding for annual ASCAR assessment is needed to apply this instrument to the entire system of known and newly discovered archaeological sites.

that the extent to which visitors understand the importance of preservation has a direct impact on potential damage from human contact.

■ Preservation of Historic Resources Outside of the State Park System

The Office of Historic Preservation (OHP) in the Department of Parks and Recreation is the principal state office charged with administering and promoting the inventory and preservation of cultural resources outside of the State Park System. OHP achieves its objectives through multiple programs. The focus of measurement in this area centers on registration, project review, architectural review, grants, Certified Local Government (CLG) surveys, and the compilation of a statewide cultural resources inventory.

This office is charged with administration of federal and state historic resource registration programs. It is also charged with project review, architectural review, and award of grants to encourage rehabilitation, preservation planning, and other preservation activities by local governments, nonprofit organizations, and other agencies. Because most of the outcomes of these programs fall outside of the Department’s ultimate control, measurement centers on efficiency of the processes for its responsibilities.



Furnace used for removing lime at Limekiln State Park

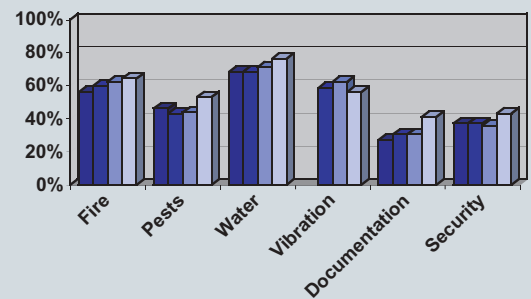
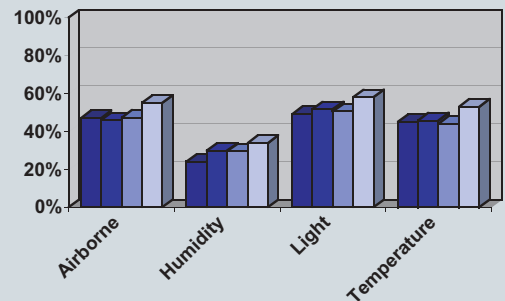


Vikingsholm living room at Emerald Bay State Historic Park

Appropriate Housing for Artifacts

Museum Collections Facility Index (MCFI) Results 1997-2001

■ 1997-1998 ■ 1998-1999 ■ 1999-2000 □ 2000-2001



Measures

Within California State Parks

■ Cataloging, Scanning, and Documenting

Objects and photographs are cataloged, scanned, and documented into the Department's automated registration system. The long-term, continuous progress is occurring in a phased progression over multiple fiscal years. Once properly documented, artifacts can be utilized for public education and research.

■ Archaeological Site Assessment, Protection, and Maintenance

Many of the ancient and historic archaeological sites in California State Parks are threatened by natural processes and human activities. Eight major categories of impacts are listed on the ASCAR, including erosion and other geological processes, park development, fire, trails, and vandalism.

Archaeologists assess and record the degree of disturbance from these various types of impacts that are affecting archaeological sites. The intensity of the impacts is determined by considering the types of damage categories that have affected the entire site. Examples of major impacts that threaten sites with deterioration and irreplaceable loss are looting, rock art defacement, erosion, construction of roads and trails, use trails, and illegal camping and campfires.

A recent ASCAR survey of coastal site erosion indicates that over 60 percent of the archaeological sites in this region are considerably eroded and damaged.



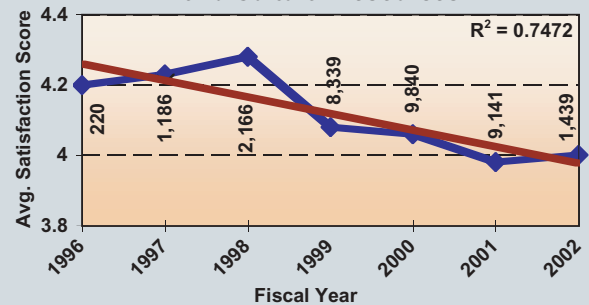
Sunken boat from the 1900s at Emerald Bay State Park



Historic photograph from Empire Mine State Historic Park

Visitor Perception

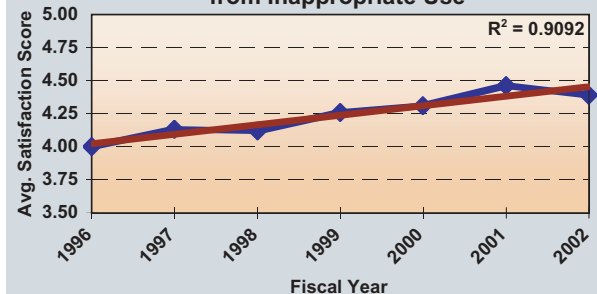
Preservation of Natural and Cultural Resources



The trend chart above represents satisfaction with efforts to preserve natural and cultural resources in state parks. A significant decline from 1999 through 2002 could be related to the increase in state park visitation over the same time period.

In contrast, the trend chart below illustrates rising satisfaction in the level of protection from inappropriate use given historic areas. This could indicate that while the public is concerned for ongoing preservation, the Department's efforts at curbing human interventions are generally supported by the public.

Level of Protection of Historic Areas from Inappropriate Use



Random use trails made by park visitors in sandy soils (e.g., shortcuts to beaches) are a major impact on coastal archaeological sites. Random use trails quickly expose artifacts and create runoff channels that further erode site deposits. To counteract this erosion, some parks, including Año Nuevo State Reserve, Point Lobos State Reserve, and Crystal Cove State Park, are making efforts to eliminate random use trails by installing designated trails with raised boardwalks or decomposed granite framed by railings.

■ Condition Assessment of Historic Buildings and Structures

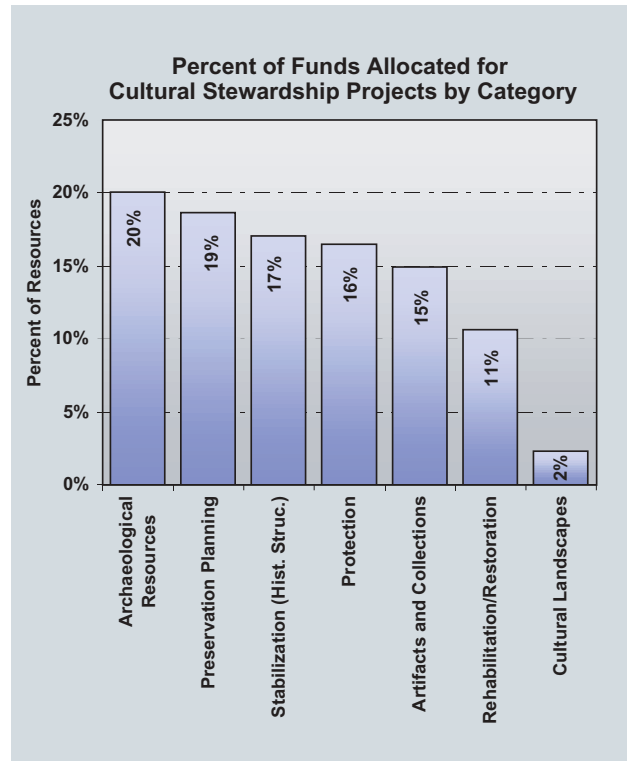
The condition assessment for historic buildings, structures, and landscapes requires special training and research to identify historic fabric, promote the preservation of the unique features that define the character of the building or landscape, and assess potential threats to the continued existence of important cultural resources.

To be successful in its mission to preserve and protect California’s valuable cultural resources, the Department must first develop an inventory of significant historic buildings, structures, landscapes, and districts that characterize California’s rich history and cultural diversity. This inventory will be used to help prioritize various protection and preservation activities so that the Department can focus its limited expert staff on historic resources that are relevant, diverse, and representative of a broad range of historic and cultural themes and contexts.

The Department is currently working on this distinction, while acknowledging that ongoing survey activities will continue to add new resources to the inventory of significant resources. While the Department may choose



Church at Marshall Gold Discovery State Historic Park



The chart above shows a breakdown of the percent of funds allocated for 38 Cultural Stewardship Projects funded in fiscal year 2002-2003 by seven categories of cultural resource activities. The Stewardship Program identifies potential threats and preservation needs across the broad spectrum of historical resources within the State Park System.



Refectory (Dining Room) at Hearst San Simeon State Historical Monument

to focus its preservation activities on specific significant resources, it will continue to apply care and maintenance to other historic resources within the framework of facility maintenance programs. Once a process is established, the Department will develop the means for tracking ongoing progress in measurable terms.

■ Appropriate Housing for Artifacts

Artifacts require special handling to preserve and protect the historic fabric. The Department identified a series of “Risk Categories” that can negatively affect the degree of protection offered by the facilities that house artifacts. Each facility conducts an assessment rating the identified “risk factors” and receives a rating of compliance to the MCFI standards. Improvements are then planned and implemented to improve the facility’s rating.

The index uses principles similar to the American Association of Museums’ (AAM) recognized standards for museum collections. Levels of compliance are determined to distinguish collections at high risk from those that are currently housed in a stable environment.

■ Stewardship Management

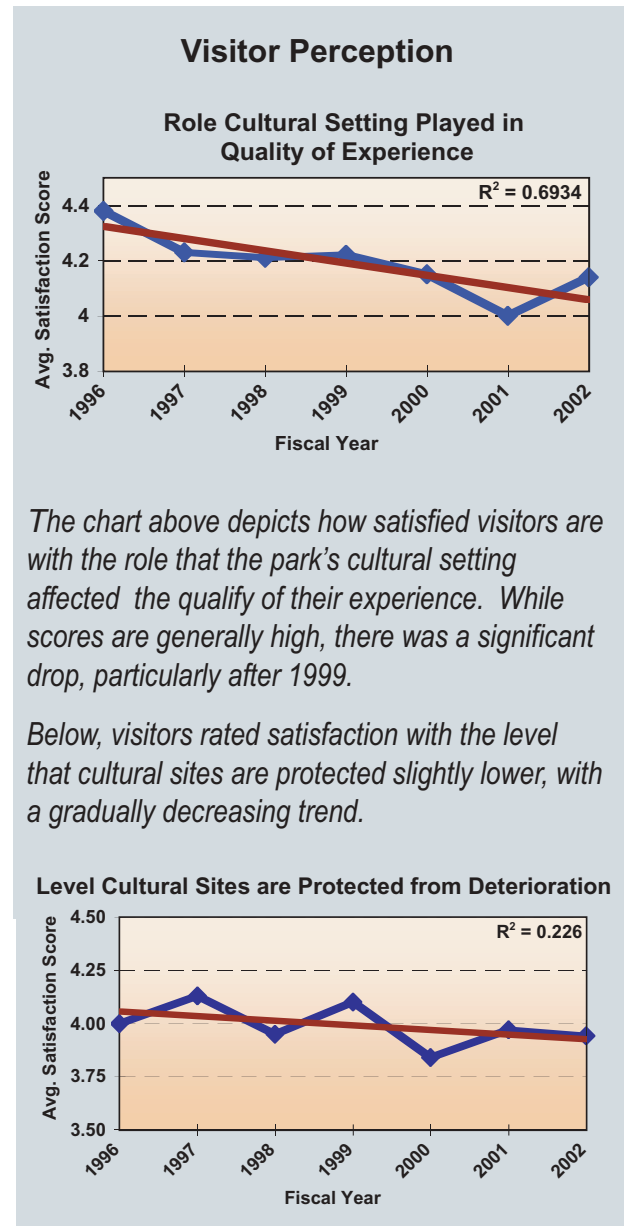
The Cultural Stewardship Program addresses potential threats and preservation needs through funding activities for stabilization of historic structures and archaeological sites, protection of museum collections and archival materials, preparation of site specific preservation plans, and rehabilitation and restoration and development of Historic Structure Reports.

■ Securing Cultural Resources

Significant cultural resource properties and cultural landscapes will help address deficiencies in the State Park System. These additions will contribute to our understanding of prehistoric, ethnographic, and cultural sequences in California; fulfill visitor expectations for cultural resources; enrich visitor experiences; and contribute to the general education of the public about California’s ancient and recent past. Deficiencies include properties that exhibit antiquity and ancestral history of California Indians, representation of ethnic diversity in California, and recent history in California.

■ Visitor Perception

Building a strong advocacy and constituency is paramount to success in California State Parks. The Department conducts ongoing customer satisfaction and importance surveys each season. Each visitor is asked to rate both how satisfied they are and how important each issue is to



Old gas pumps at Bodie State Historic Park

them. The importance and satisfaction are then calculated together to help understand which issues need the most improvement. These surveys assist the Department in directing efforts to preserve and protect cultural resources by redirecting resources to either educate the public about the importance of understanding our heritage, or to better enhance our efforts where deficiencies are identified.

Outside State Parks

Registration Submittals

A necessary first step in preserving historically significant properties is determining which properties meet the criteria. OHP administers one federal and three state “registers” (or lists) of certified historic resources: the National Register of Historic Places (a federal list), the California Register of Historical Resources, the California Historical Landmarks Program, and the California Points of Historical Interest. OHP must review and process nominations of cultural resources to these registers.

Architectural Review

Federal tax codes offer major incentives for the rehabilitation of historically significant buildings and structures in the form of substantial tax credits for rehabilitation work that complies with the Secretary of the Interior’s Standards for Rehabilitation. OHP is charged with ensuring that such work meets the standards. Project review submittals may also require consultation for architectural concerns.

Surveys Administered

An effective national preservation program identifies historic resources through comprehensive statewide surveys. Survey data helps in local land use planning decisions and preservation programs. OHP provides technical assistance to local governments and oversees the conducting of surveys funded through grants to CLGs, adding hundreds or thousands of cultural resources to the statewide inventory each year.

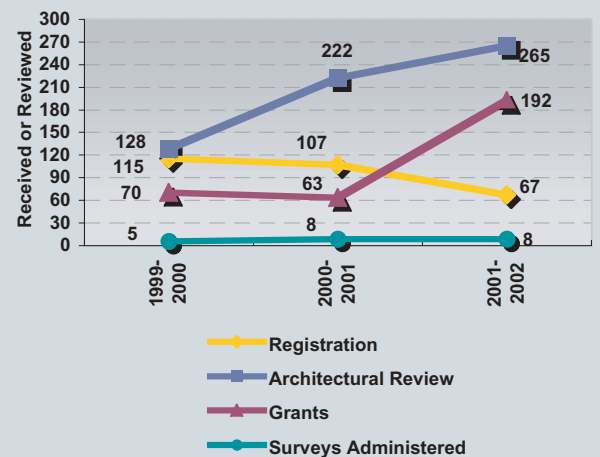
The information generated from survey activities is an important component in local land use planning decisions and preservation programs and can be used to support local, state, and federal register property designations, develop heritage tourism initiatives, identify private property owners eligible for historic preservation tax benefits, and facilitate state and federal environmental reviews.



Benicia Clocktower in the City of Benicia

Preservation of Historic Resources Outside of the State Park System

Number of Registrations, Architectural Reviews, Grants Received and Reviewed, and Surveys Conducted



The chart above represents four areas of measurement: 1) Number of registration applications received; 2) Number of project review consultations for architectural review; 3) Number of grant applications received and administered; and 4) Number of tax incentive submittals and number of surveys funded and administered by OHP.



Johnston House in Half Moon Bay

■ Grants Administered

OHP administers a number of grant programs to encourage rehabilitation, preservation planning, and other preservation activities including the California Heritage Fund (state funded) and a variety of grants awarded from federal funds. OHP tracks two time-consuming aspects of the grants program; receipt and evaluation of applications, and the administration of grants.

■ Project Review Submittals

Projects that are undertaken, funded, assisted, or permitted by federal agencies must take into account potential impacts on historically significant resources. OHP is responsible for reviewing plans and documents related to these projects, assessing potential impacts of projects on historically significant resources, and directing and assisting in the proper consideration and management of those resources.

■ Updates to Statewide Cultural Resource Inventory

A large amount of useful data pertaining to cultural resources in the state is generated every year by various activities. This information is valuable to project planners, potential purchasers of historic buildings, and the general public. The California Historical Resources Information System (CHRIS) includes OHP and twelve regional information centers (ICs) located throughout the state.

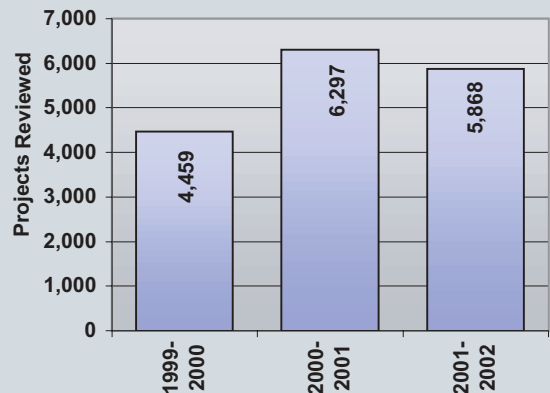
CHRIS maintains a large database on cultural resources in California. The CHRIS data derived from various sources and maintained by both OHP and the ICs is made available via the ICs. OHP monitors data on the total numbers of cultural resources and reevaluations of historical significance added to the statewide inventory.



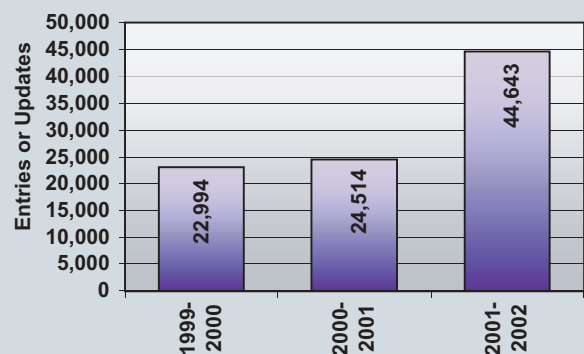
Japanese schoolhouse in Castroville

Preservation of Historic Resources Outside of the State Park System (cont.)

Number of Federal Projects Reviewed for Effects on Historic Resources



Number of Entries or Updates to Statewide Information Systems



The Kaiser Shipyards on San Francisco Bay in Richmond

Visitor Comments on Cultural Resource Protection

From the California State Parks Visitor Survey 2000-2002

"The value of these resources is incalculable and every and all efforts should be made to preserve them for future generations!"

Monterey State Historic Park, Winter 2000

"Sharing natural and historic resources with our children and future generations is a MUST! Our future must have "roots".

Grizzly Creek Redwoods State Park, Spring 2000

"Historically significant buildings are being allowed to disintegrate. Should be restored."

Angel Island State Park, Spring 2000

"The state should help with this restoration of this important historical time for future generations."

Point Sur State Historic Park, Summer 2002

"Preserve and tell the story of these people who once called this area their own."

Lake Oroville State Recreation Area, Spring 2001

"Extremely impressed with park's collection of California paintings. A real historic resource/treasure."

Shasta State Historic Park, Winter 2002

"Amazing historical resource. Must be preserved. We were astounded!"

Bodie State Historic Park, Summer 2001

"Deterioration of building (wood and adobe) from weather and insects is a great concern. Some parts are in great need of (historically accurate) restoration."

Petaluma Adobe State Historic Park, Summer 2002

"Things have been very well cared for. Very impressed."

La Purisima Mission State Historic Park, Spring 2000

"Tell the story of this place. Preserve the buildings and building sites."

Picacho State Recreation Area, Fall 2001

"I think that the volunteers are trying hard to preserve Point Sur, but they don't have the funds. This is our heritage and the government needs to supply more money to this division."

Point Sur State Historic Park, Summer 2002

"I liked the diversity of the museum collection."

Donner Memorial State Park, Summer 2001

"My favorite of all the state historic parks I have been to. I love the reverence shown the Miwok (all) Indians here and the respect for the land, animals and (of course) first Peoples."

Indian Grinding Rock State Historic Park, Spring 2001

"Continue to keep things as they are for future generations to show. Don't change a thing. Please keep the museum running at any cost."

Antelope Valley Indian Museum, Summer 2000

"The attempt to maintain historical accuracy is to be commended. One can learn and have fun at the same time."

Old Town San Diego State Historic Park, Winter 2003

Facilities

California State Parks is responsible for the care and maintenance of the many facilities under its stewardship. The condition and upkeep of the infrastructure leave a lasting impression on visitors to parks and protect the State's assets for future generations to enjoy.

Current Status

■ Visitor Perception

The Department now has seven consecutive years of validated data on the visitors' perceptions of our facilities. Ongoing analysis at the Department, district, and unit levels helps policy makers and managers improve facilities to better serve the public. Ongoing improvements made at local levels eventually affect the larger departmental scores.

■ Repair and Maintenance of the Infrastructure

The Department defines maintenance as the work required to ensure the effective and efficient utilization of facilities. Maintenance includes all work required to preserve a facility in a condition that allows it to be used for its intended purpose for the optimum length of time. Effective maintenance, including housekeeping, results in the best use of resources and the avoidance of lost service and high repair or replacement costs.

The Department provides maintenance services where any type of physical improvement can be assigned at any location within a state park unit or area. The Department defines its facilities in the following categories:



California Conservation Corpsmembers laying historic brick at Stanford Mansion State Historic Park



Nature trail in the North Grove of Calaveras Big Trees State Park

Measurement Rationale

The measures established for this outcome assess the degree to which the Department provides and maintains its infrastructure. The components for successful measurement include:

- Visitor perception
- Repair and maintenance of the infrastructure
- Accessibility of facilities

Buildings, Grounds, Roads/Parking, Miscellaneous Structures, Systems, and Trails. These include buildings, fences, walks, trails, trellises, water systems, sewer systems, dams, retaining walls, campgrounds, day-use areas, and more.

■ **Accessibility**

Title II of the Americans With Disabilities Act (ADA) requires places of public accommodation, commercial facilities, and certain private entities to be accessible to, and usable by, persons with disabilities.

Over the last several years, the Department surveyed all units for compliance with ADA and developed a database to monitor incremental progress toward compliance. Current efforts are directed toward the prioritization and direction of special funding to accomplish measurable outcomes in several identified areas of accessibility.

Additionally, the Department monitors visitor satisfaction with the perceived accessibility of facilities and programs.

Measures

■ **Visitor Perception**

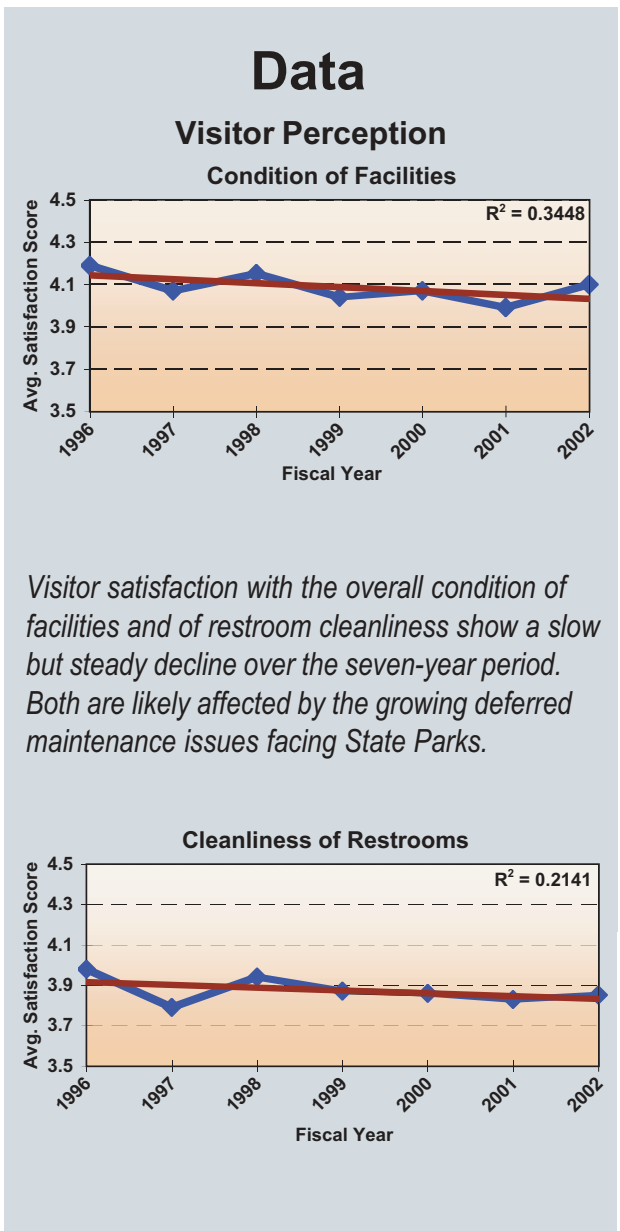
At the statewide level, the Department examines the visitors' perception of the overall condition of facilities. While the general public may not be aware of the underlying workmanship and structural integrity of the facilities, perception of quality is very important to the overall recreational experience.



Dirt removal at Will Rogers State Historic Park



"SS Relief," a floating restroom at Lake Oroville State Recreation Area



Independent studies from both public and private industry show that perception of restroom cleanliness is indicative of the overall impression of the entire facility. Improving negative perceptions can be difficult during peak visitation and where remote locations prohibit the placement of modern facilities. While restroom renovations or increased staffing may be the best solution, increasing regular maintenance or initializing the innovative improvement processes proves to be of value, especially during tight budgetary times.

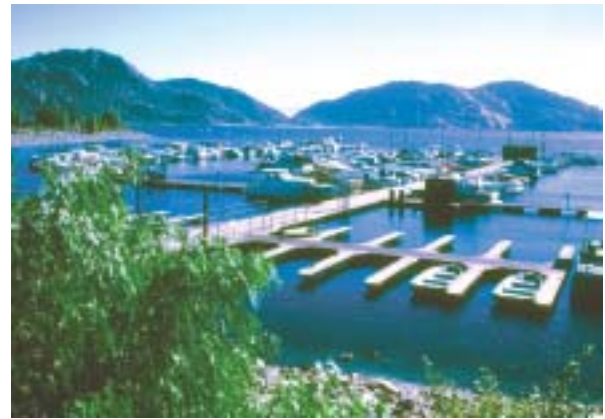
■ Repair and Maintenance of the Infrastructure

A statewide web-based preventative maintenance application called “MAXIMO” is now being actively used to identify the department’s ongoing maintenance needs. MAXIMO enables the Department to budget for, schedule, and track maintenance tasks effectively and efficiently. The application identifies preventative maintenance activities, helps ensure more consistent maintenance throughout the state, and manages work orders and the impact of these maintenance activities. By actively managing assets, the Department expects to save substantial costs through reduction in the growth of the deferred maintenance backlog and through administrative efficiencies.

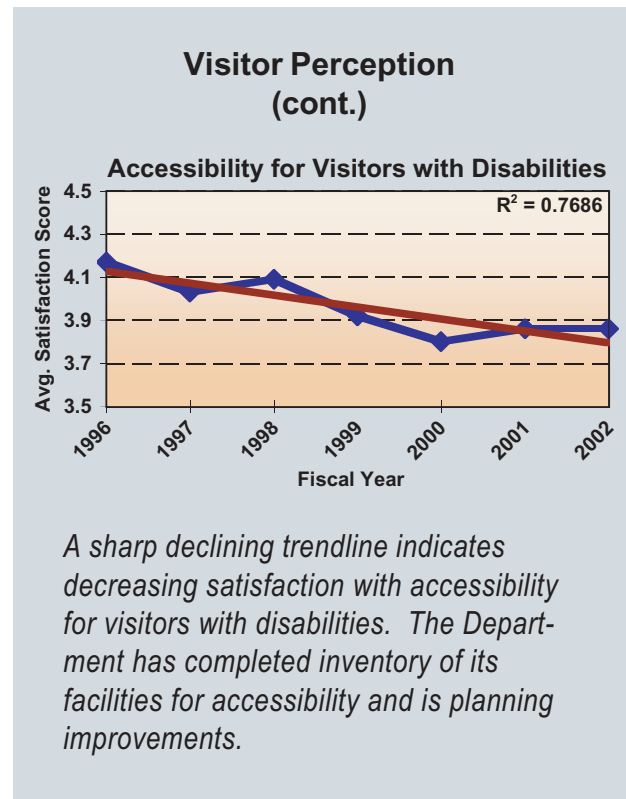
An annual condition assessment that will measure the impact of the achievement of, or lack of, maintenance to a facility is currently being implemented. This assessment ranks the facility based on facility type, intended usage, and present condition. This helps prioritize work orders to ensure efficient and effective utilization of funds and resources. The evaluation gives the Department the ability to identify the most effective maintenance to avoid costly deferred maintenance or replacement.

■ Accessibility of Facilities

The Department completed an inventory of its facilities for compliance with the ADA and is now prioritizing projects to deliver the most compliance. Visitor surveys over the past seven years show a declining satisfaction with accessibility. It is anticipated that as projects are completed, satisfaction should rise over time.



Marina at Lake Perris State Recreation Area



Park maintenance staff and mower at Marshall Gold Discovery State Historic Park

Visitor Comments on Facilities

From the California State Parks Visitor Survey 2000-2002

"It's obvious the staff here really cares about the park and goes out of their way to be helpful."

China Camp State Park, Summer 2002

"Thank you for buying recycled products: bench and toilet paper. Would be nice to have explanations on benches and more recycling bins. Great/efficient restroom setup. Need soap."

Año Nuevo State Reserve, Summer 2001

"Overall the park facilities have greatly improved in appearance and cleanliness."

Mount Diablo State Park, Summer 2001

"I have come here to camp at least twice a year for 3-4 years. Bathrooms at both museum and campground always immaculate despite heavy 'kids' use."

Indian Grinding Rock State Historic Park, Spring 2001

"One of the best group camps around."

Caswell Memorial State Park, Fall 2002

"Very neat and clean. Disabled can walk and enjoy. Park areas clean and no dust. Appreciate how sites are level and marked, easy to get to."

San Luis Reservoir State Recreation Area, Spring 2001

"Deterioration of building (wood and adobe) from weather and insects is a great concern. Some parts are in great need of (historically accurate) restoration."

Petaluma Adobe State Historic Park, Summer 2002

"I think they are well kept. Everyone visiting California should see this park and the ones that live here are so lucky."

Fremont Peak State Park, Summer 2000

"We loved the disks set in the sidewalk that guided us on our walk. RE: restrooms: Yes, thank you, in progress."

Monterey State Historic Park, Spring 2002

"Appreciate very much supply of doggies bags!! And trash cans."

Monterey State Beach, Summer 2000

"The new restroom is a great improvement!"

Marina State Beach, Spring 2001

"One or two more restrooms/showers will be most helpful. The shower hot water close to our campsite was broken. No repairs during our stay. Had to go far to get hot water."

Manresa State Beach, Summer 2001

"For porta-potties, these have to rate very high. No odor other than the freshener chemicals. Toilet paper is always available."

Moss Landing State Beach, Spring 2000

"Each of the sites had something unique or nice about it. There was no garbage or trash anywhere, very nice!"

Pfeiffer Big Sur State Park, Winter 2001

"Trail improvement (Sea Lion Point Trail) very well done. My mom is 91, she could take the trail now that it's smoother. Also appreciate benches for elderly!!"

Point Lobos State Reserve, Winter 2000

"We were extremely impressed with the condition of all facilities — hard to achieve with crowds. Especially impressed with condition of trails and markers."

Big Basin Redwoods State Park, Summer 2001

"Well designed sites, great systems to bear-proof trash cans."

Castle Crags State Park, Fall 2001

"Too few restrooms, especially for group campsite, two showers and restrooms for 80 people and they have to share with park."

Refugio State Beach, Summer 2001

Education and Interpretation

Education and interpretation are essential to the achievement of the California State Parks mission. Interpretive and educational experiences add intrinsic value to the visitors' experience in our parks. Simultaneously, the public gains knowledge, appreciation for and insight into California's natural and cultural heritage, thereby leading to an understanding of the need to preserve the resources found both inside and outside of state parks.

Current Status

■ Visitor Perception

The Department's visitor survey helps give insight into the effectiveness of educational and interpretive programs. The survey measures the visitors' perception of opportunities offered for learning, and the quality of experience both as a whole and broken into specific program types. The Department now has over 50,000 surveys in a database, and uses the data to evaluate where we are doing well, and the need for improvement at multiple levels of the organization.

■ Participant Hours in Education/Interpretation Programs

Part of the Department's mission is to provide educational or interpretive programs for visitors to state parks. Skilled interpretive staff and volunteers offer many hours of valuable interaction with the public. With a growing and increasingly diverse population of Californians, it is important to educate as many visitors as possible about California State Parks' values of preserving and protecting the natural and cultural heritage of California. The Department divides measurement into three major categories of programs: presented programs led by a guide or interpreter; non-presented self-guided or electronically led programs; and school groups for children in grades Kindergarten through Twelfth (K-12.)

■ Congruity with Educational Curricula

California State Parks provides an important piece of the educational program of students in the K-12 grade levels. Qualified staff and volunteers spend considerable time and effort preparing and delivering high quality programs for school groups to enhance their understanding of the



Ranger and visitors at McArthur-Burney Falls Memorial State Park

Measurement Rationale

The measures established for this outcome assess the degree to which the Department educates the public of the significance and value of the state's natural and cultural resources. Success in education and interpretation involves:

- Visitor perception
- Participant hours in education/interpretation programs
- Congruity with educational curricula
- Quality of programs based on professional standards



Exhibit at Fort Ross State Historic Park

rich cultural and natural resources of California. California State Parks develops teacher's guides, special tours, living history programs and demonstrations, and a variety of other in-park and off-site programs that contribute unique hands-on experiences for our state's school-age children.

As part of the commitment to provide high quality learning experiences, the Department aligns its school group programs with adopted curricula and content standards. This past year, a system was instituted that requires all staff who work with school groups to undergo training on how to best accomplish this alignment. A training CD was developed and distributed for this purpose. Each year, the Department conducts a statewide standardized survey of teachers bringing school groups to state parks. Survey results from the past five years show consistently high marks, and have proven to be of great value in identifying challenges and focusing improvement efforts. The survey helps park staff match park activities to the actual school curriculum, enabling the children to learn about historical events and natural features in their actual locations.

Quality of Programs Based on Professional Standards

A system of evaluating interpretive and educational programming called RAPPOR was developed to address quality of programs. RAPPOR is an acronym representing seven essential elements of successful interpretive programs identified by program experts.



Equestrian program at Borderfield State Park

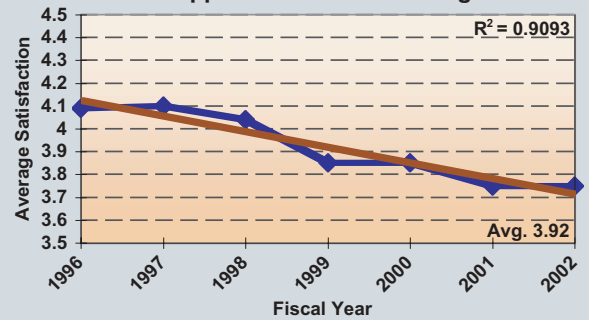


Environmental Living Program at Sutter's Fort State Historic Park

Data

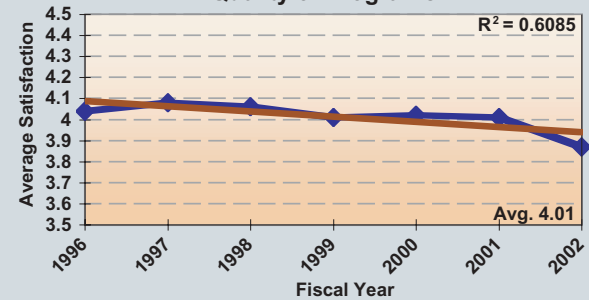
Visitor Perception

Opportunities for Learning



Respondents were asked to rate their satisfaction with the opportunities offered to learn about the natural and cultural resources found in the parks they visited. Seven years of data show a decrease in satisfaction.

Quality of Programs



Respondents rate quality of programs fairly high, with satisfaction dropping slightly over the past seven years.



Environmental Living Program at Sutter's Fort State Historic Park

Measures

Programs should be **Relevant, Accurate, Provocative/Enjoyable, Program-Accessible, Organized, Retained, and Thematic.** Currently, the Department evaluates the quality of our interpretive efforts using this system with three different survey forms intended for use by visitors, by supervisors or lead personnel, and by employees for self evaluation.

■ Visitor Perception

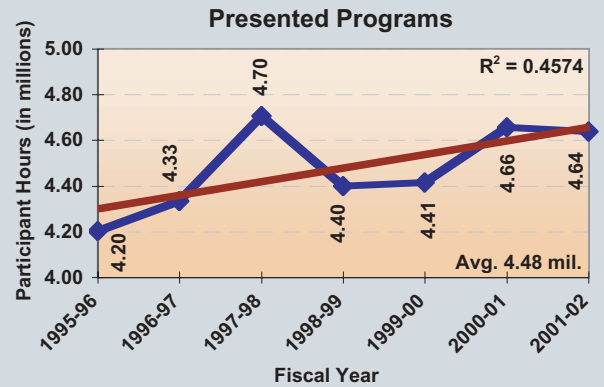
Data from the ongoing visitor survey, clearly shows a trend of decreased satisfaction with the opportunities offered for learning. While satisfaction levels decline in this category, visitors' perception of the quality of the programs remains higher, with only a recent dip in satisfaction levels.

In Fiscal Year 1999, the Department cut its fees in half, facilitating a significant increase in visitor attendance, beyond the Department's expectations. With insufficient staff, programs were not adjusted to handle more presented or self-guided nature hikes, electronically narrated tours, etc.

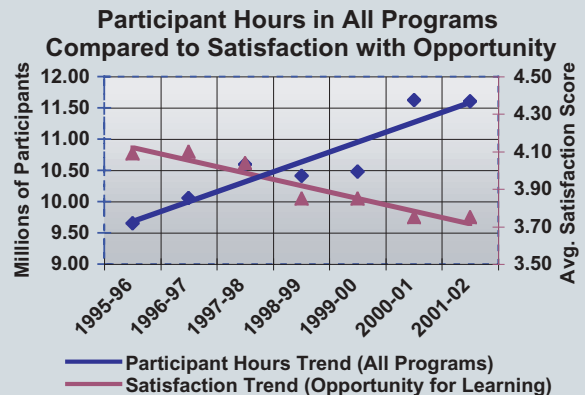
■ Participant Hours in Education/Interpretation Programs

The number of hours that visitors participate in educational and interpretive programs continues to be a leading indicator of success for interpretation. Presented programs are staff or volunteer led programs such as

Participant Hours



Participation in presented educational and interpretive programs shows a steady increase overall.



Participation in all programs is increasing significantly, but satisfaction with opportunities for educational experiences is decreasing at a similar rate.



Living history at Columbia State Historic Park



Environmental Living Program at Sutter's Fort State Historic Park

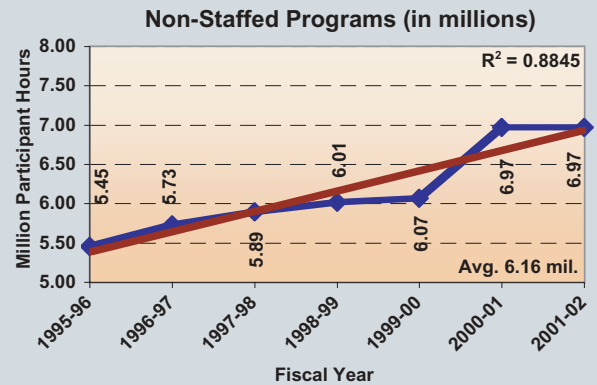
guided tours, campfire programs, environmental living programs and other staffed activities.

Self-guided programs include activities like museum visits, self-guided nature hikes, electronically narrated tours, etc. Programs for K-12 school groups are specifically designed to enhance the school curricula, and include special tours, environmental living programs, and other hands-on learning experiences.

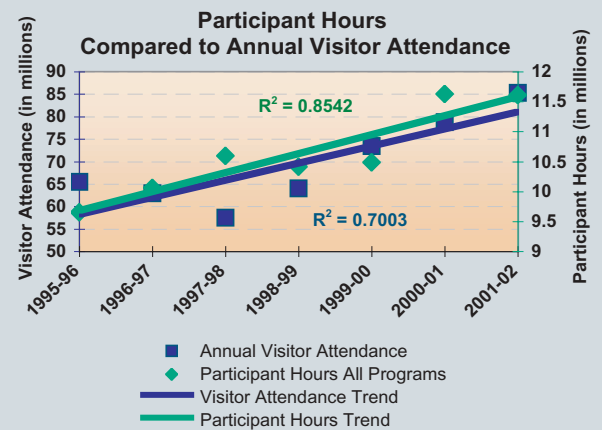
“Public Opinions and Attitudes on Outdoor Recreation in California,” a statistical report which contains the results of a survey sample of all Californians, rates visiting museums and historic sites among the top five recreational activities with high unmet demand in the state. Data from the participant hours database and the visitor survey reflect this same pattern. Steadily increasing hours of participation in existing staffed and non-staffed programs, contrasts with steadily declining satisfaction with opportunities for learning. This clearly indicates that visitors to California State Parks want more programs than are currently being offered. The chart on the previous page depicts the opposing relationships of these two pieces of data.

Participation in K-12 educational programs is variable, but without any significant trend. The Department hosts over 15,000 school groups with an average annual participation of approximately 900,000 hours. Students visit state parks on day field trips and on overnight environmental living programs. Programs involve hands-on experiences and interaction with trained staff and volunteers.

Participant Hours (cont.)



The chart above shows that participation in non-staffed programs is increasing at significantly high rates. Note that 2001-02 participation is almost 1.5 million higher than in 1995-96.



This chart shows the correlation between rising attendance and rising participation in combined presented and non-presented programs. Looking closely, the trend in participation slightly exceeds that of increase in general attendance.



Interpretive panel used at many parks



Tree planting at Sunset State Beach

■ Congruity with Educational Curricula

Because of this strong link to education, the Department seeks to align its educational experiences with California school curricula to facilitate a complete learning experience. A standardized teacher's survey assesses congruity with the standard California school curriculum.

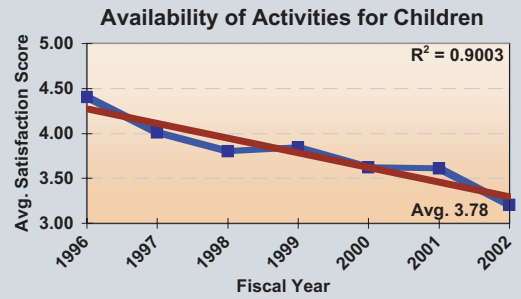
Five years of data reflect consistently high ratings and an increasing trendline, but with a degree of variation in the data. The Department is working on increasing the return rates of its teacher surveys and using more consistent methods for applying the surveys to increase the reliability of the data for projections.

Respondents noted the greatest opportunity for improvement is in pre-trip information, while satisfaction with program content remained high.



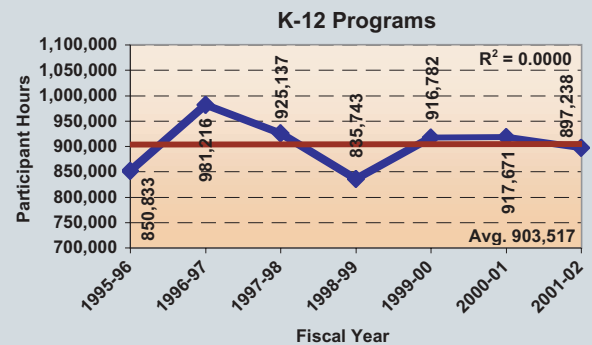
Candlemaking at Petaluma Adobe State Historic Park

Visitor Perception



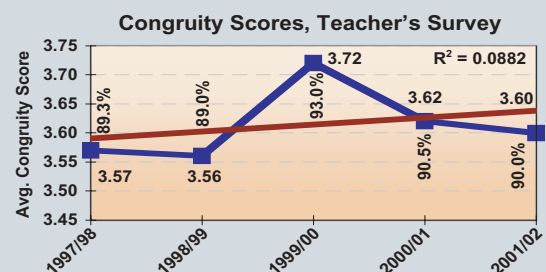
Satisfaction scores for availability of activities for children follow the same downward trend as for availability of all programs. A correlation can be made with increasing attendance without a complementary increase in staffing.

Participant Hours



Participation in K-12 programs is not increasing at the high rates of regular programs. This could be due in part to continuously filled capacity during the peak school-year periods in popular park units. Participation in these programs is comprised mostly of school groups, not affected by the increase in general visitation to state parks.

Congruity with Education



Congruity scores show increasing satisfaction, but with variation from year to year in the responses.

Visitor Comments on Interpretation and Education

From the California State Parks Visitor Survey 2000-2002

"Doc" gave us an unbelievable informative tour and took us even closer to the seals. An experience of a lifetime!"

Año Nuevo State Reserve, Summer 2001

"We come to Butano every Memorial Day weekend for the Jr. Ranger Program and Ranger led hikes. There were none! I can't believe it was so understaffed—not OK for State Park!"

Butano State Park, Spring 2001

"This park is a prime spot the quality of rangers and their personalities and assistance is the very best and as far as educational programs their assistance and willingness to give information is an education in itself. Thanks to you we shall return."

Half Moon Bay State Beach, Spring 2000

"Kids program was great. Litter picker up program was great for the kids too."

Calaveras Big Trees State Park, Summer 2000

"I would like to see much more information in displays and retail books on animals and plant life in Diablo. Maybe a flip chart with photos and descriptions of trees, flowers and animals seen on Mt. Diablo, in the museum."

Mount Diablo State Park, Summer 2000

"Your descriptions through written word and objects made impact for remembering what we saw. I/we especially liked the push button quiz that reviewed info and required response. I learn best when required to recall info I've read."

Indian Grinding Rock State Historic Park, Summer 2000

"Great for families! We can pass on a sense of respect and pride in environmental and ecological concerns to the future generations."

Caswell Memorial State Park, Summer 2001

"Existing information good—need more, to educate and enjoy what the park has to offer."

Mount Diablo State Park, Winter 2000

"Path of the Padres offers newcomers to the lake a chance to learn the history of the area and also a chance to learn reasons to respect the land."

San Luis Reservoir State Recreation Area, Fall 2002

"I think the observatory programs are great. They even had someone to tell us about it. I have written a poem called Valley View that will be published this fall about Fremont Peak in 'Echoes of Nature.'"

Fremont Peak State Park, Summer 2000

"The teachers resource binder and class are well developed and useful. Fantastic. Your work is helping preserve important info by giving it importance and sharing the significance with others."

Monterey State Historic Park, Winter 2001

"Very pleased with your museum, presentation, period research video. Staff was excellent, docent staff well trained. Margaret kept info and presentation fresh and relevant. Excellent marks from a former museum director and staff member of Cal State."

Bidwell Mansion State Historic Park, Winter 2000

"We had a fabulous campfire program given by park interpreter David on Animals of Big Sur and an excellent campfire program on snakes by Ranger Dan. They were both very open to questions and very well informed."

Pfeiffer Big Sur State Park, Summer 2000

"Good for information on all aspects of sea and land fish and mammals."

Garrapata State Park, Winter 2001

Public Safety

More than 85 million people visit California State Parks each year. The Department employs over 800 peace officers to safeguard both visitors and the resources themselves. Rangers and lifeguards provide not only law enforcement and aquatic rescue services, they also provide public education through interpretation.

Current Status

■ Ratio of Visitor Accidents and Ratio of Crimes to Visitors

The Department has ten years of data on accident rates and six years of crime rate data. Accident and crime rates are calculated based on the number of crimes and accidents compared to total visitation in state parks.

■ Visitor Perception of Safety and Security

The Department's Visitor Satisfaction Survey measures visitor perception of safety and security during visits to California State Parks. The survey asks visitors to rate services and facilities in terms of satisfaction as well as importance. The visitor perception of safety and security has consistently rated among the top three issues in importance since the survey began in 1994.

Personal perception of safety and security are paramount to a restful and enjoyable recreational experience. Understanding this perception enables the Department to plan improvements and adjust staffing to maximize the benefit to visitors.



Canine officer at Silverwood Lake State Recreation Area

Measurement Rationale

The measures established for this outcome assess the degree of safety and security provided to visitors to the State Park System. The components of public safety measurement include:

- Ratio of visitor accidents
- Ratio of crimes to visitors
- Visitor perception of safety and security



Ranger at Richardson Grove State Park



Lifeguard and tower at Bolsa Chica State Beach



Safety signage at Mount Tamalpais State Park

Measures

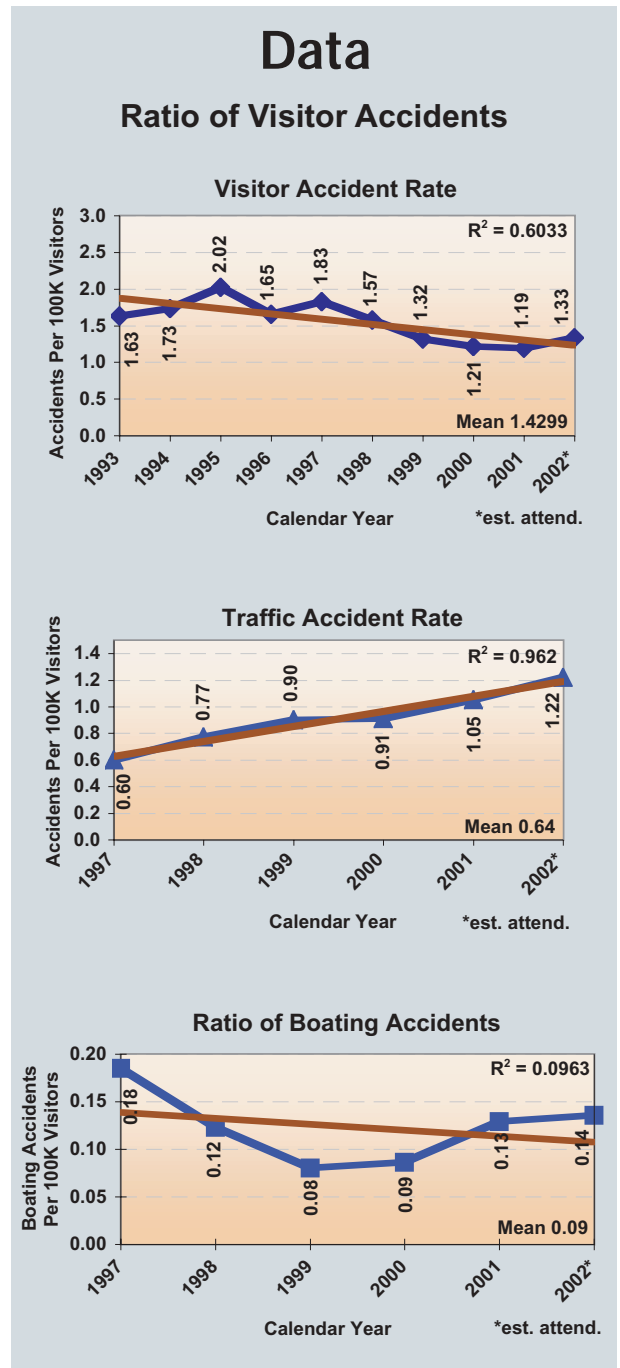
Ratio of Visitor Accidents and Ratio of Crimes to Visitors

The Department uses many techniques designed to keep visitors safe. Park regulations and signage help deter potential accidents, trained staff provide first responder emergency services, and prevention programs help educate the public on public safety issues.

Despite a significant increase in attendance, accident rates have remained somewhat static. Traffic accidents show an increasing trend, while boating accidents reflect more normal peaks and valleys.



Grounded yacht at Pescadero State Beach



Lifeguard at Huntington State Beach



Boat patrol at Silverwood Lake State Recreation Area

Rangers and lifeguards provide a law enforcement presence and respond to public disturbances and crimes against people, property, and resources within state parks.

While crime rates were static from 1997 through 2000, there was a significant rise in 2001 and 2002. This could be due in part to the increase in attendance. Multiple visitor comments on surveys confirm this concern.

■ Visitor Perception of Safety and Security

The Department uses its visitor survey to measure visitor perception of safety, and to plan for improvements in its safety programs. The survey asks respondents how satisfied they are with the feeling of safety and security during their visit. Additionally, many visitors are asked to rate their satisfaction with the enforcement of rules and regulations, and with the availability of rangers and lifeguards.

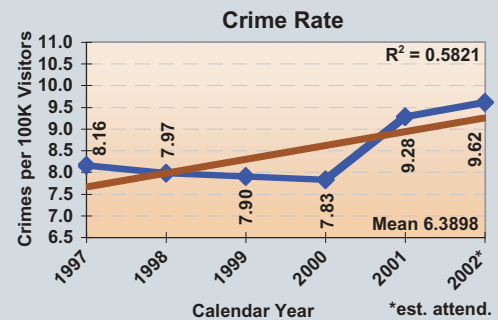


Lifeguards at San Clemente State Beach

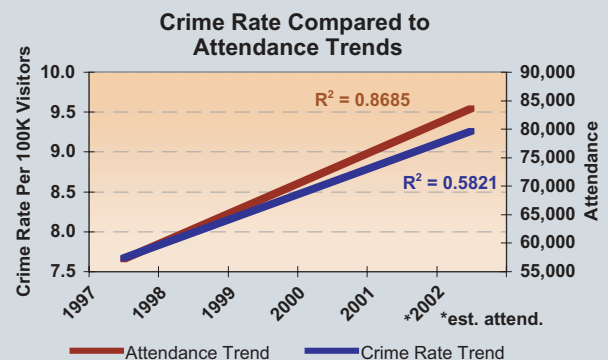


Ranger reading weatherstation at Mount Diablo State Park

Ratio of Crimes per 100,000 Visitors



Crime rates show a significant increase, especially from 2001 to 2002. The chart below shows an interesting correlation between attendance increases and crime rates.

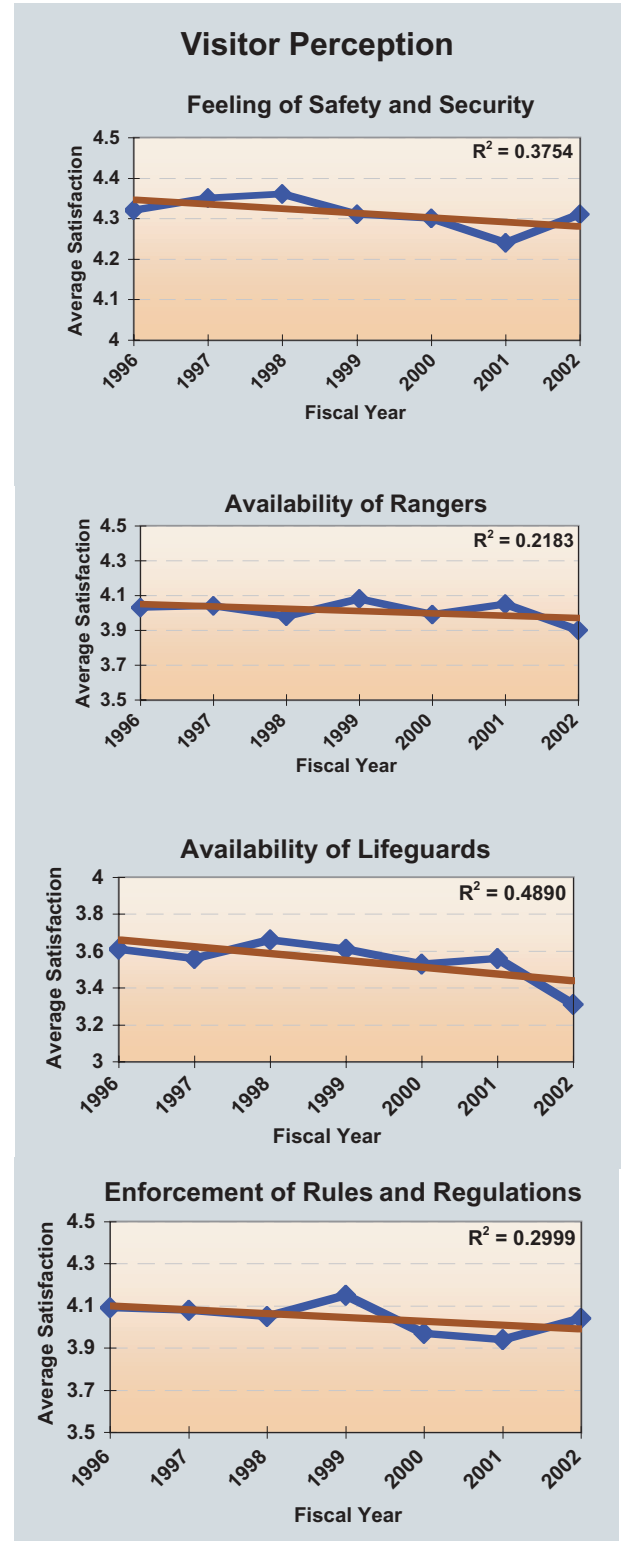




Rangers at Indian Grinding Rock State Historic Park

Seven years of data suggests that although scores were consistently in the high range, there is a slight downward trend in satisfaction with the perception of safety and security.

Likewise, visitors are showing slightly less satisfaction with the enforcement of rules and regulations, corresponding with their perceptions about the availability of rangers and particularly lifeguards.



Lifeguard rescue at Silverwood Lake State Recreation Area

Visitor Comments on Public Safety

From the California State Parks Visitor Survey 2000-2002

"Impressive how fast the rangers, et al, responded to an emergency..."

Butano State Park, Fall 2001

"Coming to the ranger program and seeing the rangers walking around checking things out made us feel safe and that everything is under control."

Caswell Memorial State Park, Summer 2001

"The gentleman was very careful to advise us of uneven walkways and low doors."

Monterey State Historic Park, Summer 2002

"Need for more park rangers and police to patrol late night and early morning hours."

San Luis Reservoir State Recreation Area, Fall 2000

"I liked the safety talk before the tours."

San Juan Bautista State Historic Park, Winter 2001

"We appreciated seeing the park rangers do evening patrol on the lake as well as a nightly drive through the camp grounds."

Millerton Lake State Recreation Area, Summer 2000

"Just the right amount of 'enforcement show' to make the point but not be intimidating to 'normal' people."

Morro Bay State Park, Spring 2000

"My son cut his head. Staff and rangers were very helpful giving us a Band-Aid, and info on hospitals."

Big Basin Redwoods State Park, Spring 2001

"Always feel safe here."

Angel Island State Park, Fall 2001

"I was quite impressed on how quickly the fire was handled on Tuesday. The entire crew here were/are awesome. Thanks to you all!"

San Luis Reservoir State Recreation Area, Summer 2001

"Lifeguard in tower and another driving on beach in truck. My children were safe."

Manresa State Beach, Summer 2001

"Safety was addressed and options for disabled or less ambulatory visitors; i.e., video for 3rd and 4th floors."

Bidwell Mansion State Historic Park, Winter 2001

"Our daughter had a fall and your staff was completely overwhelming in being totally prepared. Thank you. Camp hosts were exceptional!"

Refugio State Beach, Fall 2000

"Because of rangers teaching my children about the rip tides it actually saved my son's life...he would have drowned had he not learned what to do. Everything was great!"

San Buenaventura State Beach, Fall 2000

"Would like at least one person here all night! I feel this is very important."

D. L. Bliss State Park, Summer 2001

"While on a trail, my brother-in-law, brother, nephew, and son ran out of water. How grateful I was to hear that the rangers gave them water and filled their water bottles."

Palomar Mountain State Park, Summer 2000

"The park rangers have too many people to police and no lifeguards on the beach at most towers. RAISE the FEES! HIRE rangers, lifeguards! Bring back nature programs to teach the kids!"

South Carlsbad State Beach, Summer 2002

"Very glad to see the rangers checking through out the park camping area!! Thank you."

MacKerricher State Park, Summer 2001

Recreation

The Department's mission and legislative charge state a mandate to provide high quality recreational opportunities and experiences for the public. Recreation surveys have consistently shown that Californians feel that outdoor recreation areas, services, and facilities are essential to their quality of life.

Current Status

■ Visitor Perception

California State Parks plays both active and passive roles in the delivery of recreational experiences to visitors. Available activities include hiking, biking, camping, swimming, fishing, nature walks, boating, off-highway vehicle activities, and many others. Some activities are Department or volunteer sponsored, but most recreation in parks is simply through the visitors' independent enjoyment of the natural and cultural resources that are available in California State Parks.

The Department must balance a dual responsibility of resource protection and obligation to its visitors to provide the best opportunity for a quality recreational experience. The Department now has nine full years of data for key questions from the Visitor Satisfaction Survey. This information is critical in understanding the visitors' recreation needs.



Day-use visitors at San Clemente State Beach



Ranger and visitor at the falls in Russian Gulch State Park

Measurement Rationale

The measures for this outcome compare visitor perceptions to the actual services and opportunities that the Department delivers to the public. Performance levels target visitor satisfaction and meeting latent demand where possible. The components of successful measurement include:

- Visitor perception
- Visitor Attendance
- Accessibility



Ranger at Caswell Memorial State Park

■ Visitor Attendance

Attendance in state parks is affected by many factors, including weather, economic conditions and gasoline prices. During peak seasons when conditions are most favorable, many parks, especially campgrounds, reach capacity. This demonstrates that the demand for recreation far exceeds the number of parks locally available. During off-peak or “shoulder” seasons, demand is less, leaving opportunity for the Department to enhance programs attracting more visitation.

■ Accessibility

Title II of the Americans with Disabilities Act (ADA) prohibits state and local agencies from discriminating against persons with disabilities and from excluding participation in or denying benefits of programs, services, or facilities to persons with disabilities.

Special funding earmarked for improvement of access to state park facilities and programs for recreation for people with disabilities is currently being allocated. The Department will then measure the results of actual recreational enhancement.

Measures

■ Visitor Perception

The results of three survey questions give insight into the level of visitor satisfaction with recreation—satisfaction with opportunity for recreational experience, satisfaction with the courtesy of staff, and satisfaction with fees charged compared with value received.



Playing in the sand at San Clemente State Beach

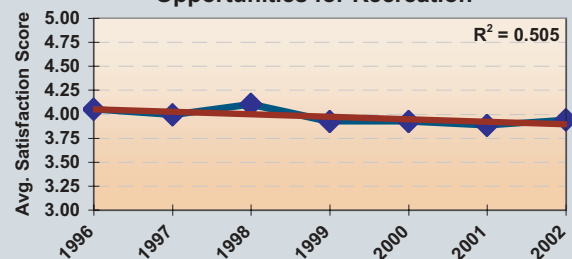


Rock climbing at Mount San Jacinto State Park

Data

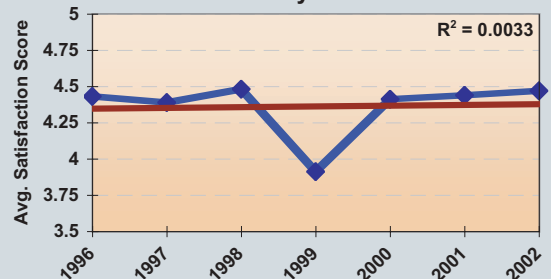
Visitor Perception

Opportunities for Recreation



Visitor survey data suggests a relatively stable trend of satisfaction with opportunity for recreation. Visitors rate satisfaction with the courtesy of park staff consistently very high. The data for 1999 requires further analysis due to the significant drop.

Courtesy of Staff



Opportunity for Recreational Experience

Data from the visitor survey reflects a stable, but gradual decline of satisfaction with opportunities for recreation. Data for State Recreation Areas only (not shown) shows a gradual increase in satisfaction.

Courtesy of Staff

Visitors consistently rate courtesy of staff very high. Comments from the visitor survey reflect overwhelming satisfaction with the treatment they receive from staff as they enter state parks and throughout their stay. Fiscal Year 1999 requires further analysis to understand this temporary dip in satisfaction.

Fees to Value

Data from the visitor survey reflects a significantly rising trend of satisfaction with fees paid compared to the value received in State Parks.

Visitor Attendance

Beginning in July 2000, entrance fees for most state parks were cut dramatically. Many were cut to half of the previous rates, as well as many premium fees which had been charged previously, being eliminated.

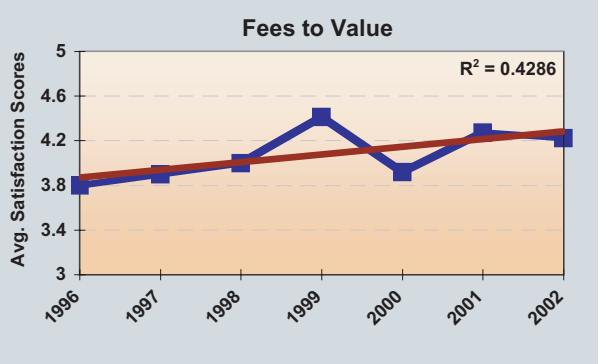
Results of the fee decrease are apparent in a significant rise in attendance rates corresponding to this time period. Overall paid attendance shows a continual increase, especially during the time of the fee decrease. Interestingly, free day-use attendance shows a similar increasing trend over time. However, the rise in camping attendance shows a less steep rise. This is due to the limited inventory of campgrounds which are often filled to capacity regardless of fees.



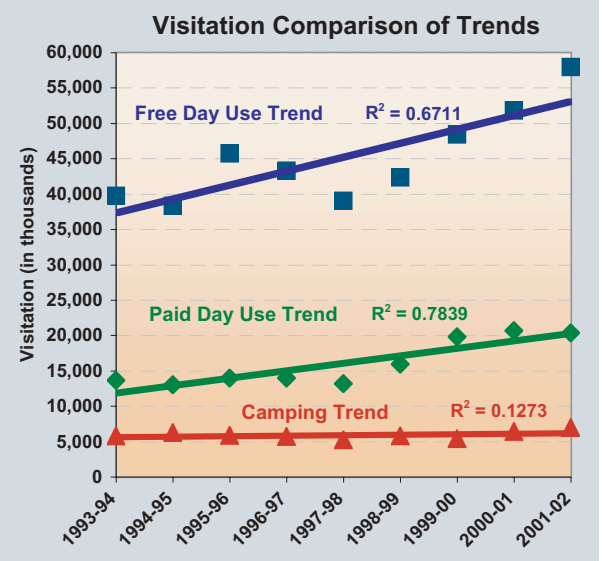
Kayaker participating in a PALS program



Paragliders at Thornton State Beach



Visitor survey data shows increases in satisfaction with fees paid compared to the value received. Comparisons of visitation trends show increased free and paid day use, while camping increases were smaller.



■ Accessibility

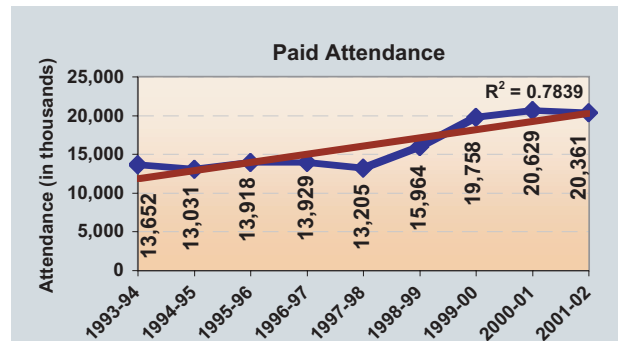
As a result of the ADA, the Department received special funding to enhance accessibility to parks. State Park planners are using the data gathered from accessibility surveys to forecast the extent to which recommended projects will enhance accessibility to recreational activities. The chart to the right depicts the estimated percent of these special funds that will be allocated to achieve outcomes of recreational enhancement in each of the eight categories listed. These activities are similar to the findings of *Public Opinions and Attitudes on Outdoor Recreation in California, 1997*, pertaining to public support for state spending on recreational opportunity.



Visitors at San Elijo State Beach



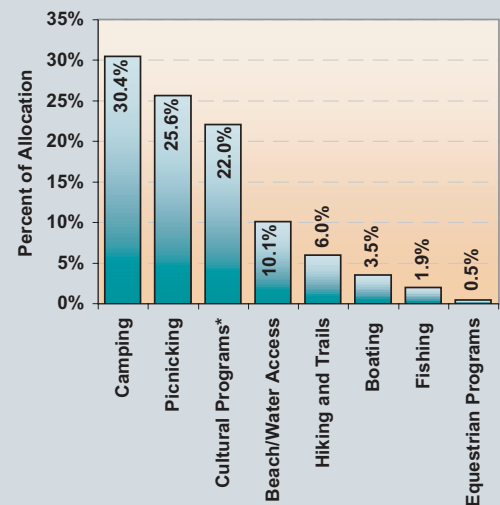
Windsurfing at Candlestick Point State Recreation Area



The chart above shows a sharp increase in paid attendance between fiscal years 1998/99 through 2001/02.

Below, camping, picnicking, and visiting museums lead priorities for accessibility enhancement of recreational programs.

Percent of special funds allocated to improve accessibility to recreation (by category)



* visiting museums, interpretive programs and exhibits

Visitor Comments on Recreation

From the California State Parks Visitor Survey 2000-2002

"We arrived to compete in the Gold Panning Championship, not knowing what to expect. We are delighted with the town and the way Larry Baumgarten arranged the event. World class."

Columbia State Historic Park, Summer 2000

Let's keep it simple — wild. There is more than enough activities right now. Horses, bikes, hiking, and minimal camping is plenty."

Mount Diablo State Park, Spring 2001

"A wonderful learning environment for children as well as a relaxing area for vacation/recreation activities! The campfire activities, museum tours and docent-led activities were outstanding!"

Indian Grinding Rock State Historic Park, Summer 2000

"This is the most beautiful place I have ever stayed. The food was great. Your staff is the most helpful to friendly I have ever encountered. I look forward to my next opportunity to come back here."

Asilomar State Beach, Summer 2000

"Beautiful park! Enjoyed our visit, hiking and learning about the history of this area"

Julia Pfeiffer Burns State Park, Winter 2000

"I fly hang gliders here and it is one of the premier coastal sites in the world. Also great for surfing."

Marina State Beach, Fall 2001

"You need more money for parks and facilities. This is one thing I'm glad to pay taxes for."

Mount Tamalpais State Park, Fall 2000

"I first came as a little girl 70 years ago, I appreciate your TLC."

Weaverville Joss House State Historic Park, Spring 2002

"The hiking in Mt. Tam State Park is the best" year round hiking in the U.S.! To have this resource so close to a major urban area is absolutely unique and improves the quality of city life dramatically."

Mount Tamalpais State Park, Spring 2000

"Recreational activities like horse riding are extremely important to me. Riding on the beach gave us the opportunity to see the beach and landscape from a new perspective."

MacKerricher State Park, Spring 2000

We are here at least once a month for a picnic at the back end of the park, near start of East Ridge Trail. We love this place."

Armstrong Redwoods State Reserve, Spring 2000

"Plumas Eureka is a beautiful, well run park. It is family oriented with multiple activities. We have been coming here for 20 years and have never been disappointed. Junior Rangers was great for our kids, now 21 and 19."

Plumas Eureka State Park, Summer 2001

"Enjoyed ability to rent bikes. Hiking trails nice. Some easy water activities, rowboats, kayaks in harbor would be nice."

Angel Island SP, Summer 2002

"Litter getter program is excellent for kids, look forward to it every year."

Leo Carrillo State Park, Fall 2002

"Trails were well marked. Campsites clean and in good repair. Enjoyed the open meadow area, rather than turn every inch covered with sites. Excellent, friendly hosts and staff."

Sugarloaf Ridge State Park, Spring 2000