

# CALIFORNIA STATE PARKS

## Performance Management Report

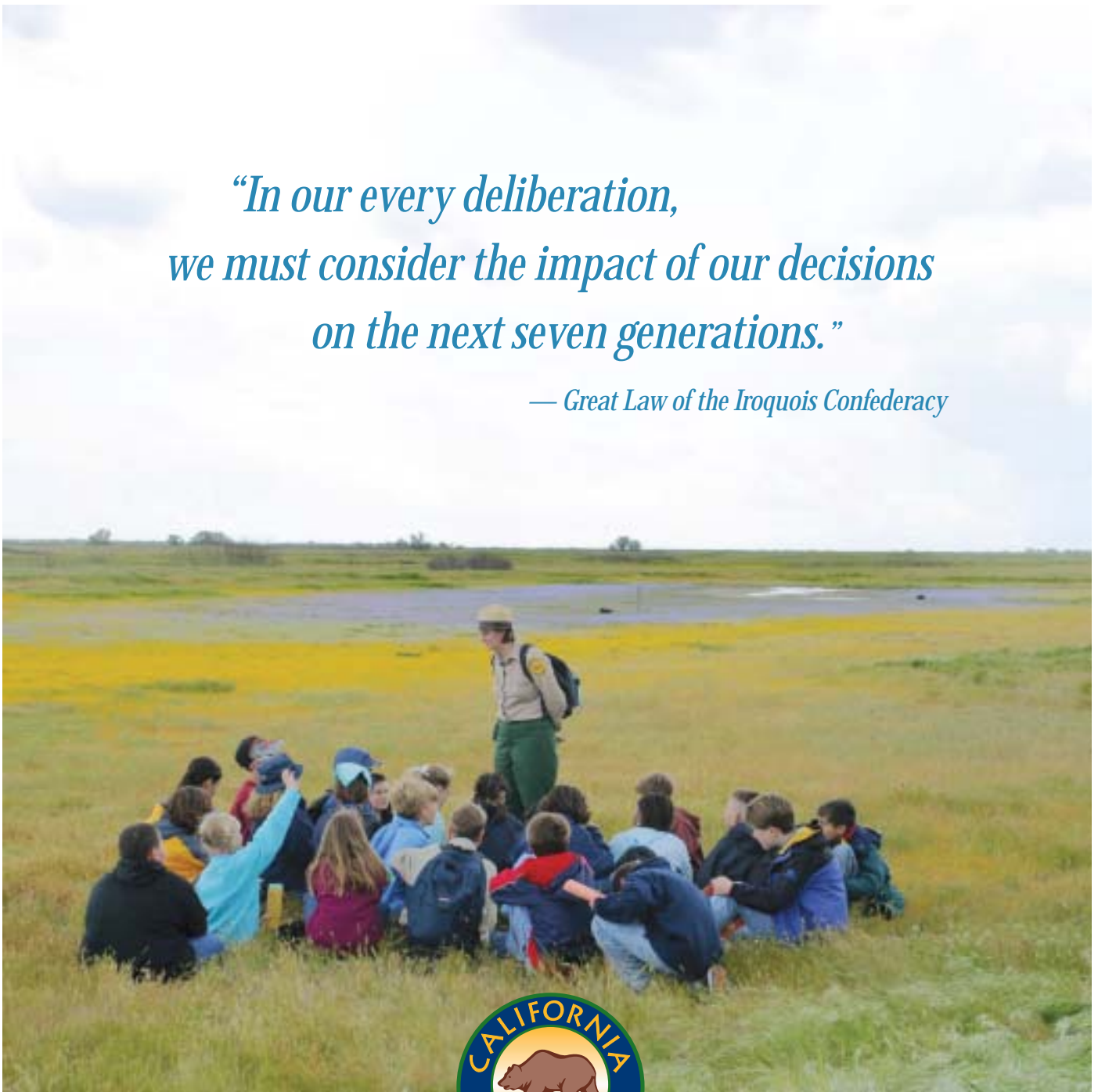
### 2004



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 21<sup>st</sup> 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.

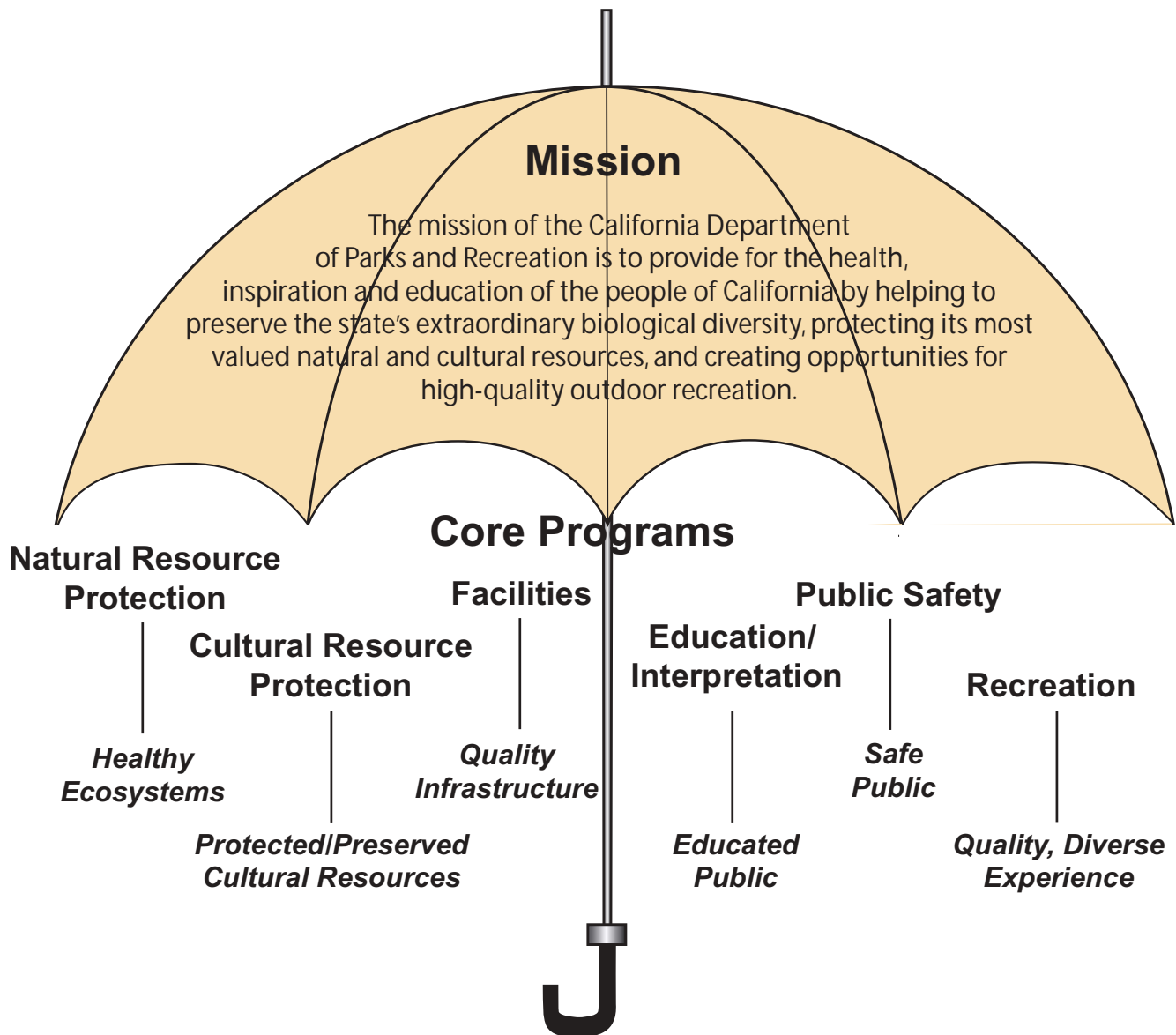


*Sunset fisherman at Pismo State Beach*

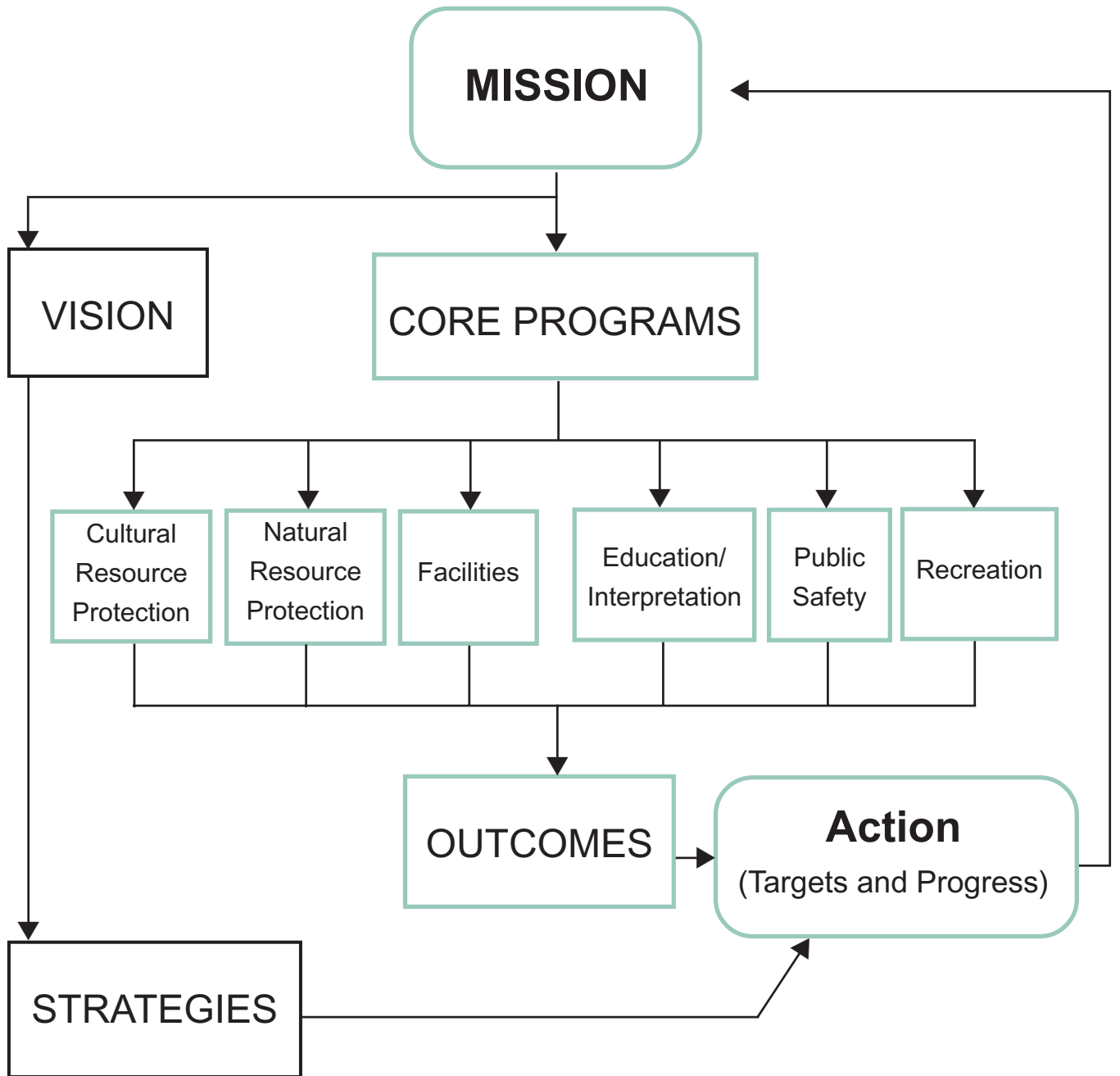
# Performance Management System

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.)

