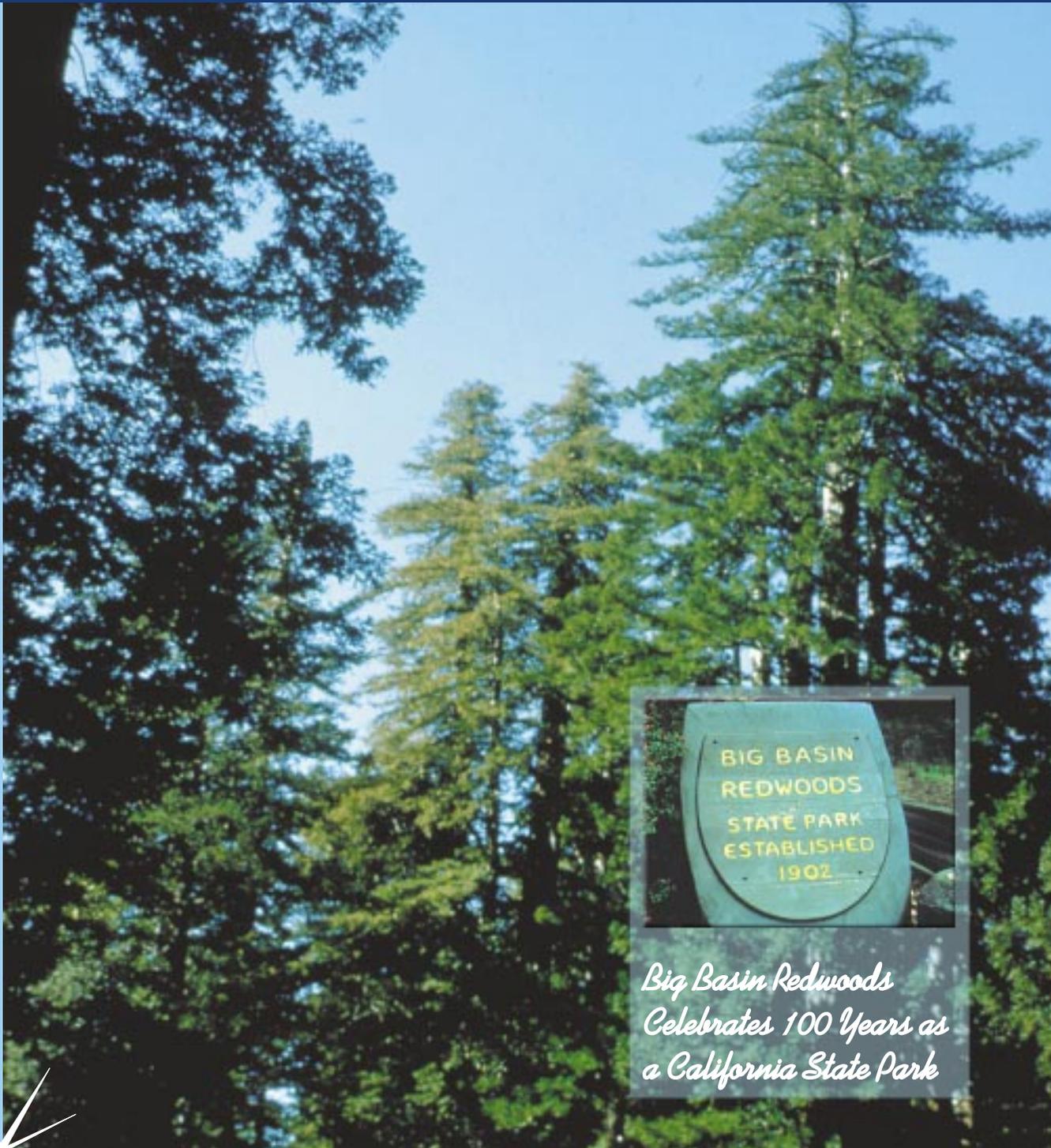




THE *Seventh* GENERATION



*Big Basin Redwoods
Celebrates 100 Years as
a California State Park*



The Strategic Vision of California State Parks

DIRECTOR'S FOREWORD

The California Department of Parks and Recreation (California State Parks) is about the future: the future of California's tremendous biological diversity; the future of California's cultural resources; the provision of recreational opportunity; and most importantly, the future of the diverse people who live in and visit the state.

The Department exists to protect the public's inviolable right to experience and appreciate outstanding examples of those resources that make California the Golden State. The most significant aspects of our mission include the ability to ensure that future generations are able to enjoy sunsets from the Hearst Castle™ terrace, see a bighorn sheep at Anza Borrego Desert, experience the thrill of fishing from the Eel River at Richardson Grove, take pleasure in a relaxing walk down El Capitan State Beach, and treasure the bonding experience of family camping at Calaveras Big Trees.



*Rusty Areias, Director
Department of Parks and Recreation*

This system of parks is being held in trust for those generations that come after us. This document, *The Seventh Generation*, defines the vision for California State Parks and serves as the Department's Strategic Plan. It outlines the Department's heritage, values, mission, and vision. It is a road map to the future—to the seventh generation and beyond.



THE SEVENTH GENERATION

THE STRATEGIC VISION OF CALIFORNIA STATE PARKS

2001



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

- Great Law of the Iroquois Confederacy



Gray Davis, Governor

Mary D. Nichols, Secretary for Resources

**Rusty Areias, Director
Department of Parks and Recreation**

CONTENTS

Introduction	1
Heritage	3
A State Park System is Born	4
Statute	9
The Pathway to “ <i>The Seventh Generation</i> ”	
Mission	11
Core Programs	12
Values	14
Vision	16
Strategic Initiatives.....	19
Outcomes	19
Conclusion	20
Appendix A	
State of California, Resources Agency Goals	21
Appendix B	
Acknowledgments	23

INTRODUCTION

A Strategic Vision to Chart the Destiny of California State Parks

The Seventh Generation contains the following components:

- “Heritage” describes where California State Parks has been.
- “Statute” describes its legal charge.
- “The Pathway to The Seventh Generation: Mission, Core Programs, Values, Vision, and Outcomes” states the nature of the Department’s business, where it wishes to go, and the shared beliefs of its employees.
- “State of California, The Resources Agency Goals” and the “Acknowledgments” are appended to the text.



Pfeiffer Big Sur State Park

HERITAGE

Destiny dictates that change is inevitable. Vision attempts to predict and manage that change. California State Parks accepts that destiny, plans for it, and, as much as is humanly possible, chooses to control its direction.

The decisions made today will affect the future of the California State Parks well into the next millennium. The future will be bright if approached with clarity of purpose, wisdom, sound decisions, and determination. That future will be the legacy of Californians yet unborn referred to as ***The Seventh Generation***.

In the face of dramatic budget reductions in the early 1990s, the Department chose to take a realistic look at our organization and make changes. The decision to meet destiny head-on set in motion a chain of actions that defined California State Parks in the 1990s. The concepts of employee empowerment, total quality service, and performance measurement were introduced. Authority was decentralized to newly consolidated districts for greater public service, and process management was centralized for greater efficiency.

In the 21st century, with the passage of the largest state park bond in the nation's history, the Department seeks to increase public service, acquire more parklands, establish an advocacy program, appeal to an increasingly diverse population, and build public awareness of the many benefits of state parks.

The future of California State Parks is bright. The Department has the responsibility to carry on a proud century-old heritage of stewardship. This stewardship heritage is our pathway to ***The Seventh Generation***.



Hearst San Simeon State Historical Monument

A STATE PARK SYSTEM IS BORN

In the decades before California had an organized environmental movement, few foresaw the day when the state's northern coastal ranges would no longer be blanketed with redwood forests. With alarming speed, entire mountainsides of ancient forests were felled. New cities bustling with business and industry and fueled by the riches of California's abundant deposits of gold and silver were erupting on the landscape. It appeared to many that the bounty of this rich land was without end.

But some Californians saw things differently. Yosemite became a state trust in 1864 and was later to be a National Park. In the 1880s, Ralph Sidney Smith, editor and manager of the *Redwood City Times and Gazette*, began to enlighten his readers about the need to preserve part of California's unique redwood forests. Unfortunately, Smith's life was cut short, but he had already planted the seed that would ultimately reach fruition as California's first redwood state park. His crusade was picked up and carried on by other prominent Californians such as photographer Andrew P. Hill, by members of the new, yet influential Sempervirens Club, and by the dozens of writers who promoted the idea of preserving the best of California forever. Heated political battles finally brought compromise and passage of a bill authorizing state funds for the purchase of redwood property in Santa Cruz County. Governor Henry T. Gage signed the bill on March 16, 1901. The following year, the newly

appointed California Redwood Park Commission approved acquisition of the first 2,500 acres in Big Basin at a cost of \$100 per acre.



Calaveras Big Trees State Park

The actions of turn-of-the-century citizens and lawmakers to preserve islands of California's most valuable lands for future generations put the Golden State in the forefront of the preservation movement. Unlike national parks, state parks such as Big Basin and Humboldt Redwoods did not have to prove economically useless to any mining, timber, or grazing interests before being granted park status. Further, unlike newly-established western national parks, which were already on federally-owned land, most California parkland purchases were from private owners.

Much of the early interest in preserving California's history grew from a world-wide fascination with the Gold Rush. In 1890, California created its first official historical landmark—a statue of James Marshall overlooking his 1848 gold discovery site near Coloma. Three years later, Sutter's Fort was dedicated as a state historic monument and was opened to the public.

The Native Sons of the Golden West and the Native Daughters of the Golden West, working with other preservation-minded organizations, were instrumental in raising money and securing the cooperation of the Legislature to identify and create state historic monuments.

Their successes included the Monterey Custom House, the Pioneer Monument (Donner Memorial), San Pasqual Battlefield, the Bear Flag Monument in historic Sonoma Plaza, and General Vallejo's Petaluma Adobe. Some of these efforts to preserve California's history took years to reach fruition and cost many thousands of dollars.



Monterey State Historic Park

Control of the state's historic monuments remained with independent boards and commissions until 1921. Today, the State Historical Resources Commission conforms to standards established under the 1966 National Historic Preservation Act as well as the Public Resources Code. Responsibility for state and federal historic preservation programs now rests with the Office of Historic Preservation. Before 1927, no comprehensive plan existed for preserving California's recreational, natural, and cultural treasures. However, with leadership from the Save-the-Redwoods League, a broad coalition of groups and individuals threw their collective powers into a new campaign for a state park bill. The new bill swiftly gained the unanimous approval of the Legislature and was signed into law by Governor C. C. Young, to take effect in 1927.

The following year, a newly-established State Park Commission began gathering support for the first state park bond issue. Their efforts were rewarded in 1928 when Californians voted nearly three to one in favor of a \$6 million park bond act. In addition, Frederick Law Olmstead completed a statewide survey of potential parklands that defined basic long-range goals and provided guidance for the acquisition and development of state parks. With Newton Drury serving as acquisition officer, the new system of state parks began to grow rapidly.

In January 1929, when California had only a dozen state parks and five historic monuments valued at one million dollars, John D. Rockefeller donated one million dollars for acquisition of old growth redwoods in what would become Humboldt Redwoods State Park. He then offered another \$1 million to be matched by other private donors. During the next two years, lands for many of the most beautiful and famous state parks were acquired through a combination of private donations or purchased with money from the 1928 bond issue. These included D. L. Bliss, Mount San Jacinto, Calaveras Big Trees, Mount Diablo, Del Norte Coast Redwoods, Mount Tamalpais, and Cuyamaca Rancho State Parks. Coastal areas included San Clemente, Doheny, Point Lobos, Seacliff, Sunset, Carpinteria, and Silver Strand State Beaches.

The first 50 years of state park history were marked by enormous growth in parklands and facilities. Even during the recession of the 1930s, parklands were acquired. The Civilian Conservation Corps (CCC) and Works Progress Administration (WPA) provided work for architects, manual laborers, and historians in developing many state parks.

After World War II, there was a tremendous increase in demand for recreational facilities. During the next decade, 24 new beaches and parks costing \$10 million were acquired. In 1951, Newton Drury became Director of the California Division of Beaches and Parks. During his tenure, much of the State Park System's share of offshore oil royalties, which had been suspended in 1947, began to flow once again. When Drury retired in 1959, at age 70, the California State Park System was composed of 150 beaches, parks, and historic monuments, covering 615,000 acres.

During the 1960s, there emerged intense public interest in preserving California's wildlands from encroaching development. By a 1.5 million-vote plurality, Californians approved a \$150 million bond act in 1964, allowing acquisition of new state parklands including Point Mugu and Sugar Pine Point State Parks. The 1960s were also a time of change in the structure and hierarchy of the State Park System. In 1961, under Director Charles DeTurk, the old Division

of Beaches and Parks merged with the Division of Recreation and the Division of Small Craft Harbors.

William Penn Mott, Jr. became Director in 1967, and vowed a new era of growth even though faced with gubernatorial budget cuts and hiring freezes. Mott successfully transformed the Division of Beaches and Parks into the Department of Parks and Recreation. With the formation of the Department came a shift to



Plumas-Eureka State Park

management of more active recreation facilities. The development of the Central Valley Project created reservoirs providing recreational opportunities to be managed by the new Department. During this same period, the separate Park Commission and Recreation Commission were merged into a nine-member State Park and Recreation Commission. The functions of the Department were centralized, with district staff positions moved to headquarters. Individual parks were grouped under area managers who, in turn, reported to district superintendents.

A mandate to acquire and operate state recreation areas and facilities was provided in 1974 when the people of California approved Proposition 1, a \$250 million state park bond issue. By the end of the decade, the California State Park System had 500 miles of lake shoreline, 87 miles of river frontage, 200 miles of coastline, 14,000 campsites, and 1,500 miles of riding and hiking trails. Historical units included missions, forts, the gold discovery site at Coloma, Hearst San Simeon, Jack London's home, Bidwell Mansion, and many more. In addition, an entire new division, the Off-Highway Motor Vehicle Recreation Division, was added to the Department. Bonds which assisted the growth of State Parks also passed in 1976 and 1980.

In 1983, a comprehensive report of the threats to natural and scenic values of the State Park System was completed. This report, *Stewardship 1983*, led to funding for major resource management efforts. Between 1984 and 1993, \$21 million was expended through the Natural Heritage Stewardship and Statewide Resource Management programs, resulting in restoration and protection of California's diverse natural and cultural heritage.

California State Parks represents the most diverse natural and cultural heritage holdings of any land managing agency in California. These lands support a stunning array of the state's landscape provinces, environmentally sensitive habitat areas, threatened species, ancient Native American sites, and historic facilities. With almost a third of California's magnificent coastline under its care, California State Parks manages the state's finest coastal wetlands, estuaries, and dune systems. At the same time, the demands of more than 33 million Californians for recreational opportunities are increasing.

Over 70 million visits annually were made to California's state parks in recent years, most occurring between mid-May and mid-September. This caused stress to the infrastructure of the Department, an infrastructure supported by an archaic bureaucratic structure which was slow in responding to the needs of the citizens it served. Districts reported to Regions, which, in turn, reported to Sacramento Headquarters.



Candlestick Point State Recreation Area

It was in this context that the Department established the Phoenix Committee to evaluate the structure of California State Parks and to make recommendations for change. The Phoenix Committee's sweeping recommendations were fully implemented. A layer of the Department's reporting structure (Regions) was eliminated, and the 55 Districts were consolidated into 23. Along with the consolidation came delegated responsibility, which allowed the Districts to immediately respond to the needs of their constituency. Modern business management practices were implemented soon after the reorganization was completed.

These efforts were recognized in 1994, 1995, and 1997 when California State Parks became the first state agency to be awarded the coveted Eureka Award for Quality and Service. The awards were milestones for the Department and demonstrate that government can be responsive to the people, effectively measure and carry out its mission, and continually improve its processes.

From 1994 to 1997, the Department reassessed its entire operation and structure. It identified its core programs and adopted performance-based budgeting as a means of managing performance. California State Parks was one of four state agencies that were allowed to adopt this budgeting process as part of a statewide pilot. In addition, several units within the Department were transferred to local jurisdictions as part of its operational assessment. At the same time, critical parklands such as Gray Whale Ranch in Santa Cruz

County and the coastal areas of Limekiln State Park in Monterey County, were added to the State Park System. Today, there are 266 units within the State Park System.



Sutter's Fort State Historic Park

During this same period, volunteerism hit an all-time high with 14,000 volunteers annually providing nearly one million hours of time to California State Parks. Interpretation and education remain core programs within the Department as it meets its commitment to ***The Seventh Generation***.

With the election of Governor Gray Davis in 1998 and the resulting appointment of Rusty Areias as Director, California State Parks received positive support and attention from the new Administration and the State Legislature. As an example,

funds for maintenance of the state park infrastructure, which had been neglected for a decade, were made available at record levels. The Department also refined its performance management system in 1999 and became the first government agency to receive a coveted Arthur Andersen Best Practices Award. California State Parks began the 21st century with 266 park units, nearly 300 miles of coastline, 625 miles of lake and river frontage, 15,200 campsites, 3,000 miles of hiking, biking and equestrian trails, and 450 miles of off-highway vehicle trails on nearly 1.3 million acres. In 2000, the people of California overwhelmingly passed the largest state park bond in the nation's history (\$2.1 billion) to support California's growing need for park and recreation services. In recognition of its leadership role in historic preservation, State Parks was invited to join the National Trust for Historic Preservation and the Getty Trust in sponsoring the national 2000 Preservation Conference. California State Parks entered the 21st century with new challenges and significant support to meet those challenges.

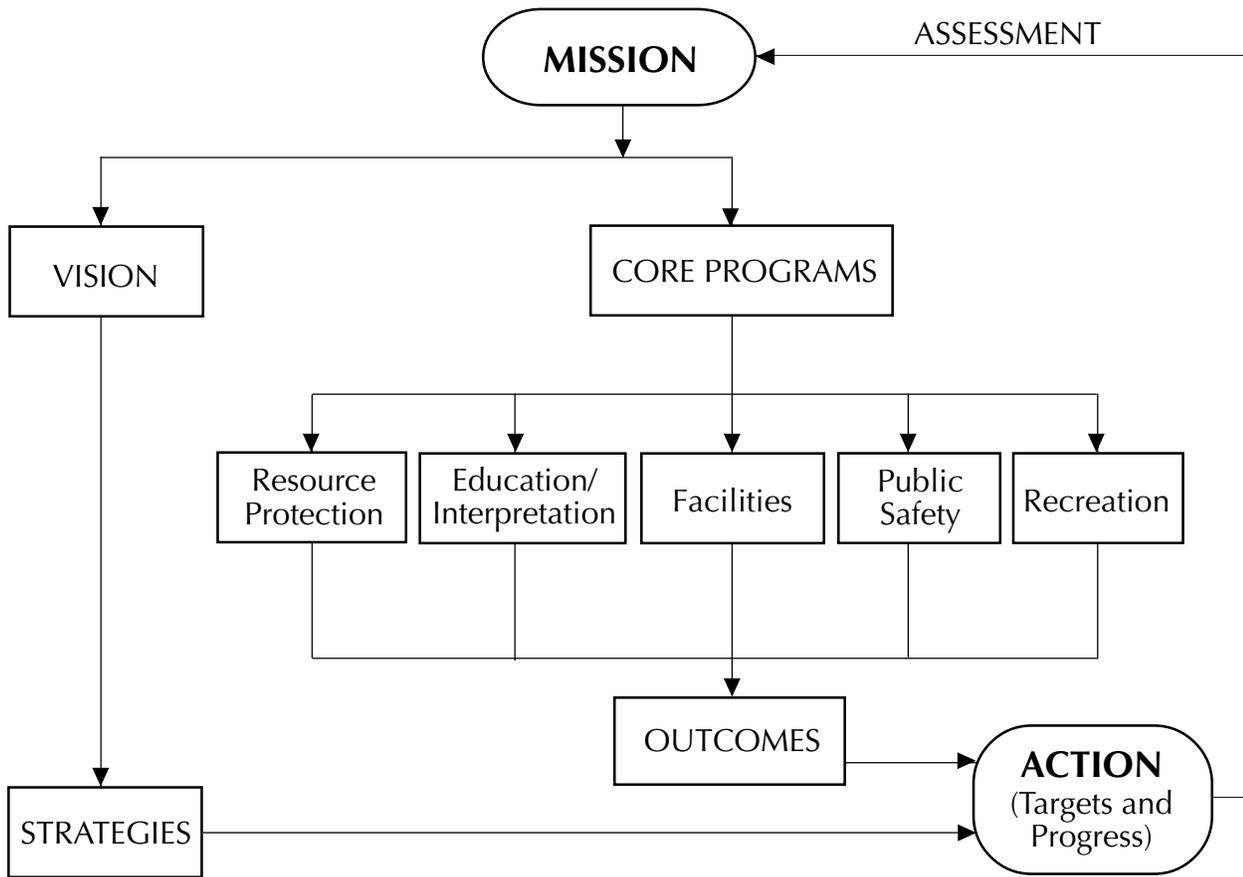
Statute

The legal charter of California State Parks, as required by the Public Resources Code, and the California Code of Regulations, among others, calls for it 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."



California State Capitol

Strategic Vision Model



THE PATHWAY TO THE SEVENTH GENERATION

Mission, Core Programs, Values, Vision, and Outcomes

Understanding the Department's mission and committing to achieving it are essential elements for its success. The following text 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.

The "**Mission**" statement describes why California State Parks exists and what it does.

"**Core Program Areas**" are the essence of the Department's business and are directly linked to the Mission of California State Parks. Each core program area, in turn, has identified outcomes.

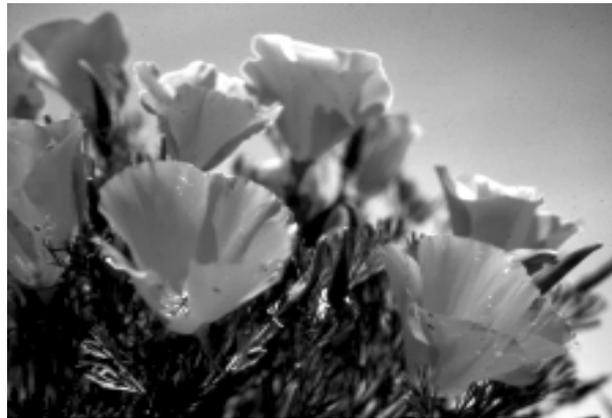
"**Values**" are statements that express the enduring ideals, or shared beliefs, required of State Parks' employees. Identifying these beliefs is of the utmost importance, for they provide guidance in achieving the Department's mission.

"**Vision**" outlines California State Parks initiatives. By having a clear image of the ideal future, energy can be marshaled to shape that future. A series of "Strategic Initiatives" provides for implementation of the Department's vision.

"**Outcomes**," which are supported by outcome measures and driven by this *Seventh Generation* document, describe the immediate strategy for California State Parks.

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.



Antelope Valley California Poppy Reserve

Core Programs

Resource Protection:

Activities related to the management and perpetuation of the natural and cultural resources of California State Parks.

How “Resource Protection” links to the Mission:

California State Parks is a steward to some of the most pristine ecosystems in the world. With the role of stewardship is the responsibility to preserve and protect these natural treasures in their most preferred state. California State Parks also is host to some of the most significant historic, cultural, and archeological sites, artifacts, and structures in California. Preserving and protecting these priceless cultural assets is another cornerstone of the Department’s mission.

Education/Interpretation:

Activities related to the interpretation of park resources and the education of park visitors and the public at large.

How “Education/ Interpretation” links to the Mission:

Education is essential to the preservation of the State Park System. Through interpretive and educational programs, the public gains appreciation and insight into California’s natural and cultural riches. Through leadership and example, the Department will mentor practices to sustain these riches into the future.



Año Nuevo State Reserve

Facilities:

Activities related to the acquisition, development, maintenance, and use of facilities in California State Parks.

How “Facilities” links to the Mission:

Facilities are a key element in the realization of the Department’s mission. Campsites, trails, visitor centers, museums, roads, water

systems, restrooms are all essential in meeting the demands of protecting resources, educating the public, and enabling recreation. It is through the use of facilities that the public is able to maximize their experience in park units throughout the state.

Public Safety:

Activities related to the public safety, emergency services, and law enforcement in California State Parks.

How “Public Safety” links to the Mission:

Providing safe facilities and experiences is key to the park experience.

Many outdoor activities have inherent risks that

actually contribute to the adventure of a park experience. Public social interaction can result in conflict, and visitors often need intervention to maintain order. It is the obligation of the Department to ensure that visitors are well informed, and that risks are reasonably minimized. The Department provides trained public safety staff to reduce risks and enhance park experiences.



Oceano Dunes State Vehicular Recreation Area

Recreation:

Activities related to the provision of recreational activities and programs for visitors to California State Parks.

How “Recreation” links to the Mission:

It is inherent in the state park mission and legislative mandate to provide recreational opportunities and experiences to the public. Additionally, surveys have consistently shown that Californians feel that outdoor recreation areas and facilities are essential to their quality of life.

Recreational experiences are provided directly (such as guided nature walks or guided ski tours), while in most instances parks provide the opportunity for visitors to direct themselves in a wide assortment of outdoor-based activities, such as hiking, bicycling, fishing, swimming, horseback riding, off-highway vehicle recreation, jogging, camping, and picnicking.

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, contributing to the state's cultural and economic vitality. We recognize that a diverse workforce enables us to communicate with all peoples. We believe in the right of all Californians to have access to California State Parks. Further, 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 constant improvement. We conduct business efficiently and economically.



Anza-Borrego Desert State 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.

Partnerships:

We believe our organization shares the goals of other public, private, and nonprofit organizations. Through collaboration, we can ensure appropriate use of resources, maximize fund development, and provide needed public services.



*National Geographic Theater at
Hearst San Simeon State Historical Monument*

Communication:

We are more effective when information flows freely, teamwork is encouraged, and employee contributions are recognized. We must communicate effectively if we are to carry out our mission and achieve what we have envisioned.

Leadership:

We believe that in order to fully succeed in our mission and to achieve our vision, we must provide leadership to the public we serve.

Safety:

We are committed to ensuring a safe, healthy work environment and an accident-free visitor experience. This commitment reflects the right that employees and the public have to a safe environment.

Vision

California State Parks will be the recognized leader in the park and recreation field—skilled stewards of resources, technologically wise, and relevant to all Californians.

Discussion:

This Department's Strategic Plan cites, as the basis for all actions, the Great Law of the Iroquois Confederacy that..."In our every deliberation, we must



Doheny State Beach

consider the impact of our decisions on the next seven generations." Similarly, in planning for the acquisition, development, and management of park units and resources, the Department often speaks of the need to serve three constituencies—nearby neighbors and communities

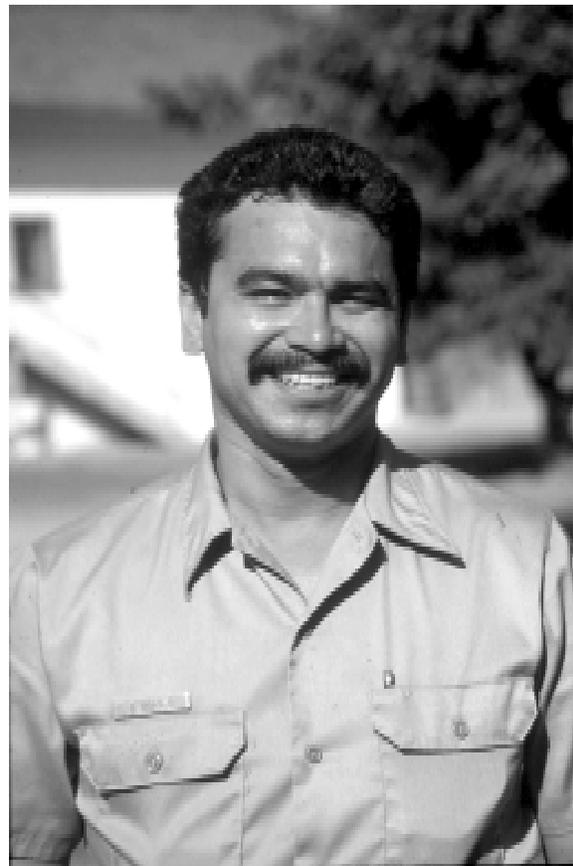
surrounding the park, a statewide constituency of all Californians, and a constituency of Californians who have yet to be born.

As California edges into the 21st century, the Department of Parks and Recreation will experience a reformation in its role as a leader among park, recreation, and resource management service providers. The Department will strengthen its traditional bond with governmental partners, cooperating associations and foundations, user groups, and environmental organizations. Additionally, the Department will form new partnerships with a broad range of service providers as a way of connecting with all Californians. The Department will use cutting-edge technology to increase its efficiency and to broadcast the message of park opportunities to all Californians. All who seek to have a park experience will have the opportunity to do so, regardless of their economic means or physical ability.

The Department of Parks and Recreation (DPR) will not be seen simply as the caretaker of remote lands and past stories, but rather as a part of the daily lives of all Californians. DPR will be seen not only in its role as planner, coordinator, assistance provider, and grants manager, but also in an expanded role of direct services provider in close proximity to where people live. The Department of Parks and Recreation and the entire State Park System will be active agents in ensuring a palette of seamless park and recreation opportunities for the people of California.

State Park users will find clean, well-maintained grounds and facilities—facilities that are modern, innovative, and inviting. Park visitors will enjoy a rich variety of recreation activities, programs, and multicultural experiences and events. Individuals, families, groups, and friends will come together for joyous gatherings or to find quiet, contemplative settings. New families will start their own tradition of setting up camp in a redwood grove, near a mountain lake, or by the ocean. And new generations of parents and children will delight to the songs and stories spun around the campfire center by the ranger/interpreter.

California’s natural and cultural resources, once in jeopardy of becoming vanishing remnants of the state’s heritage, will enjoy renewed health and vigor. The resources that make up the fabric of the State Park System will be woven into a broad tapestry of trails, accessways, and connecting corridors—both biological and cultural. Decisions affecting resources will be based on sound science performed by fully trained and equipped park professionals. And Californians of all ages and interests, of all means and color, will feel connected to the natural and cultural resources of the State Park System in a way that engenders the same pride and protectiveness of a cherished family possession—a feeling that transforms simple interest into a sense of ownership, involvement, and support.



Sutter's Fort State Historic Park



Año Nuevo State Reserve

The park ranger and park professional image includes that of stewards of a legacy held in trust for future generations. This image will be rekindled in the minds and hearts of California's people. Park staff will be available in sufficient numbers to openly welcome and receive all park visitors. Park staff and programs will not

be bound to the park's borders, but rather they will be fully engaged in their surrounding communities and in their profession as valued and respected members. And, much as park resources are seen as the living laboratories for the study of California's natural heritage resources and the place where California's history comes alive, park staff will be seen as full partners in educating California's youth.

The State Park System and Californians today are the grateful beneficiaries of our far-sighted forebears—of John Muir and Theodore Roosevelt, of Andrew Hill and Newton Drury. Therefore, it is incumbent on today's park managers to provide future generations a system of state parks that protects and perpetuates the state's magnificent natural bounty and beauty; a system that connects past, present, and future generations to the persons, places, and events that make up California's rich cultural heritage; a system that provides opportunities to renew the mind, body, and spirit in healthful outdoor settings; and a system that fosters continuing pride in both the legacy and promise of the Golden State.

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:¹

- **Increase Diversity** – There is a need to improve the visibility and relevancy of the Department for a large portion of the public we serve (III).
- **Increase Leadership in Parks and Recreation** – As a result of the economic downturn of the 1980s and 1990s, California State Parks was forced to abandon much of its planning, coordination and technical assistance capabilities that had previously typified its leadership role. The Department will now re-engage with the broader park, recreation and resource management community (VI, VII).
- **Focus on Cultural Resources** – The potential of our museums, state historic parks, and major cultural sites has not been fully realized. The Department will begin initiatives to increase the focus and awareness of our priceless heritage (VI, VII).
- **Utilize Technology** – The Department must expand opportunities in the utilization of technology to accomplish its mission.
- **Increase Leadership in Natural Resource Management** – The Department will protect and manage the biological diversity and self-sustaining natural systems that support the individual park units, and will establish itself as a major player in environmental issues in California (I, II, IV, V, VI).
- **Develop A New Image** – The Department will communicate a clear and consistent image as it meets the challenges ahead. It will also communicate the richness of values contained within California State Parks.
- **Create An Urban Connection** – California State Parks will become more relevant to the major population centers of the State (III).
- **Expand Recreational Opportunities** – The Department will provide additional outdoor recreation opportunities to keep pace with the needs of California’s growing, diverse population and changing lifestyles (III).

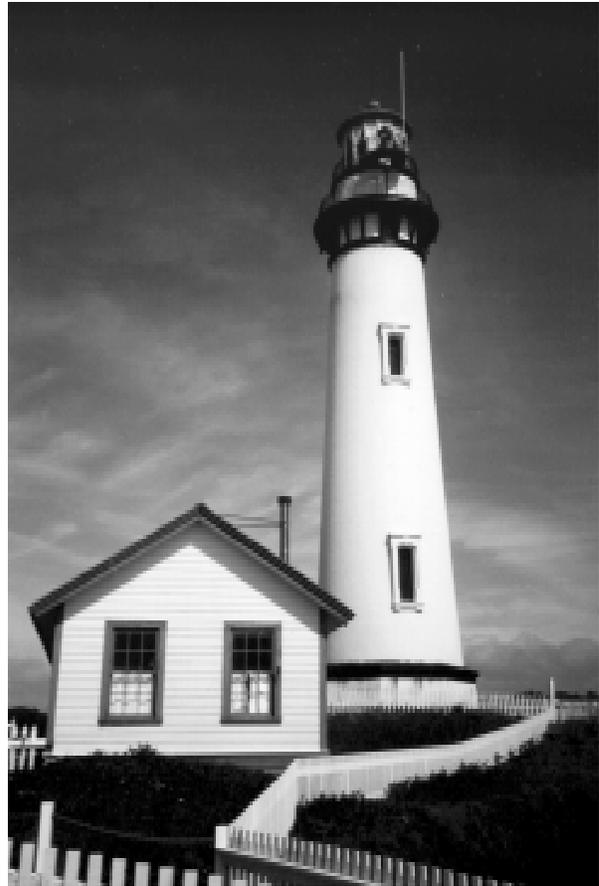
Outcomes

Departmental outcomes and the measures of program accomplishment are contained in California State Parks Performance Management Report available under separate cover from California State Parks, Administrative Services.

¹ Roman numerals are the State of California, Resources Agency goals to which California State Parks strategic initiatives are linked. See Appendix A for a listing of the goals of the Resources Agency.

CONCLUSION

Heritage, Destiny, Mission, Values, Vision—powerful words which evoke the strength of California State Parks and its commitment to meet the future head-on. Never has the challenge been greater; never has its conviction been stronger. This Administration will do its part to preserve and improve California State Parks for generations yet unborn.



Pigeon Point Light Station State Historic Park

APPENDIX A

State of California The Resources Agency Goals “A Blueprint for Action”

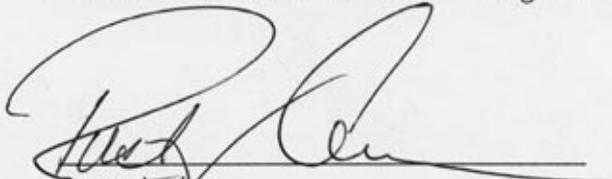
The following goals were adopted by the State of California Resources Agency on April 3, 2000 and distributed by the Office of the Secretary:

- I. Using Improved Science for Better Decision Making
- II. Restoring California’s Natural Legacy Through Partnerships and Collaboration
- III. Responding to California’s Changing Demographics and the Challenge of Growth
- IV. Working with the Governor’s Office to Implement New Incentives for Private Stewardship
- V. Improving Approaches to Managing Energy Resources
- VI. Improved Management of California’s Resources
- VII. Restoring Credibility in Key Programs

APPENDIX B

Acknowledgments

The signatures of the preparers of this vision represent a commitment to **The Seventh Generation** from this generation of park professionals.



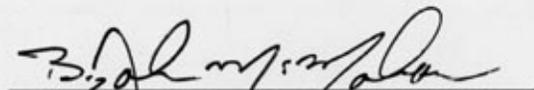
Rusty Arejas
Director



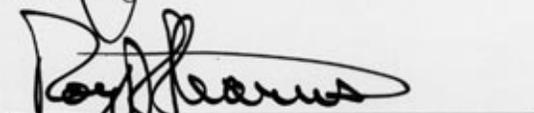
Denzil Verardo, Chief Deputy Director
Administrative Services



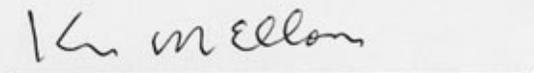
Cheryl Lyles
Special Assistant to the Director



John McMahon, Deputy Director
Marketing



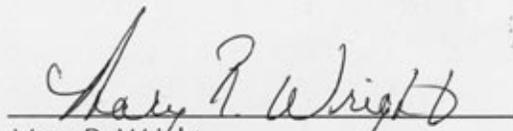
Roy Stearns, Deputy Director
Communications



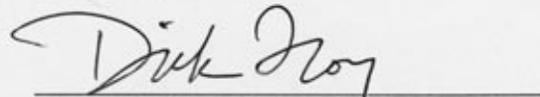
Knox Mellon
State Historic Preservation Officer



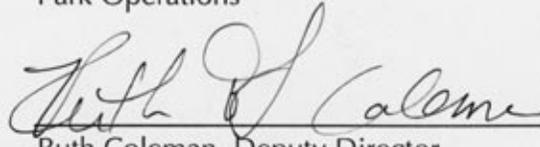
Alan Friedman
Chief Information Officer



Mary R. Wright
Chief Deputy Director



Richard E. Troy, Deputy Director
Park Operations



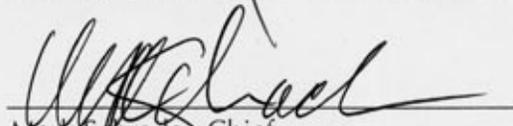
Ruth Coleman, Deputy Director
Legislative Office



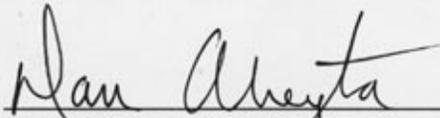
Sedrick Mitchell, Deputy Director
External Affairs



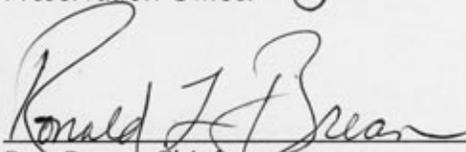
David L. Widell, Deputy Director
Off-Highway Motor Vehicle Recreation

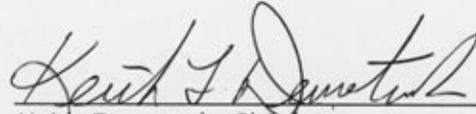


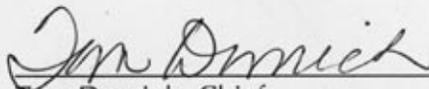
Mark Schrader, Chief
Park Design and Construction Division

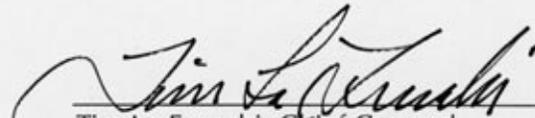

Dan Abeyta, Deputy State Historic
Preservation Officer

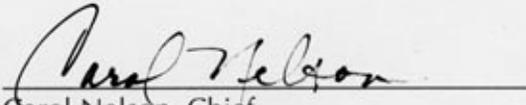

Bill Berry, Chief
Central Division

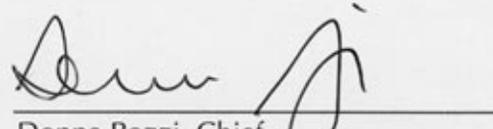

Ron Brean, Chief
Northern Division

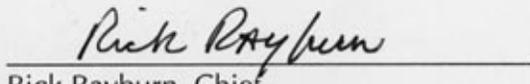

Keith Demetrak, Chief
State Park System Planning

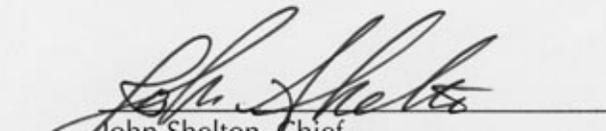

Tom Domich, Chief
Financial Management Division

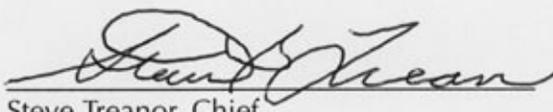

Tim La Franchi, Chief Counsel
Legal Office

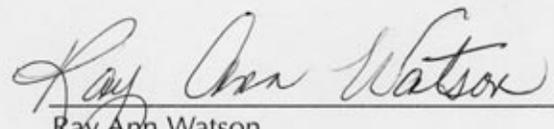

Carol Nelson, Chief
Field Services Division

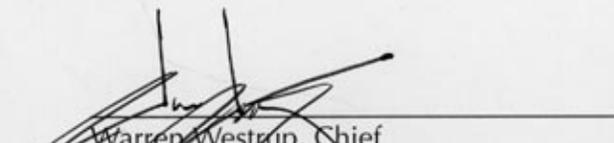

Donna Pozzi, Chief
Interpretation and Education Division

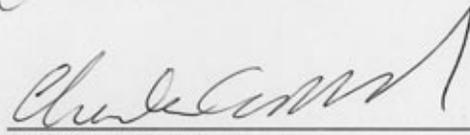

Rick Rayburn, Chief
Resource Management Division

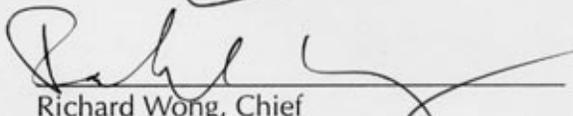

John Shelton, Chief
Concessions and Reservations


Steve Treanor, Chief
Southern Division


Ray Ann Watson
Human Rights Officer


Warren Westrup, Chief
Acquisition Division


Charlie Willard, Chief
Grants and Local Services


Richard Wong, Chief
Audits Office

AWARDS AND RECOGNITION



Best in Class

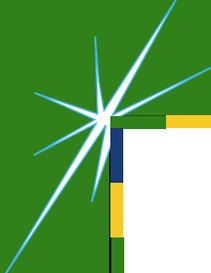
The California Department of Parks and Recreation received the 1994 and 1995 Eureka Award for Quality and Service Excellence, and in 1997 was designated as "Best in Class" in the Government category. The California Quality Awards are administered by the nonprofit California Council for Quality and Service.



Strategic Leadership

California State Parks received the 1999 Capital Region Best Practices Award for Strategic Leadership. The Best Practices Awards program is sponsored by Arthur Andersen.

• CAPITAL REGION •



Discover California State Parks

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.

For general state parks information or to receive this publication in an alternate format, write to the California State Parks Communications Office, P. O. Box 942896, Sacramento, CA 94296-0001, call 1-800-777-0369 or visit our website at www.parks.ca.gov. Outside the U.S., call (916) 653-6995.

California State Parks does not discriminate against individuals with disabilities. Prior to arrival, visitors with disabilities who need assistance should contact the park. To use the California Relay Service with TDD, call (888) 877-5378 or without TDD, call (888) 877-5379.



GRAY DAVIS
Governor

MARY D. NICHOLS
Secretary for Resources

RUSTY AREIAS
Director, California State Parks