



California Department of
Parks and Recreation

December Leadership Meeting

Wednesday, December 9th, 2015

Parks Progress 2015 and Beyond



Agenda

Time	Topic/ Objective(s)	Presenter
0800 - 0900	Leadership Wrap Up and Q & A	Chet Bardo, Lisa Mangat
0900 - 1000	State-Owned Housing Program Update	Branigan Schoppman
1000 - 1010	Success Vignette – Gold Bluffs Beach Dune Restoration	Jeff Bomke
1010 - 1025	Break	
1025 - 1035	Success Vignette: PORTS Program	Brad Krey
1035 - 1055	Discussion on Broadening the Parks and Rec Specialist Classification	Lisa Mangat, Karl Knapp
1055 – 1120	Discussion on Recent Legislation	Liz McGuirk, John Fraser
1120 - 1150	Google Trekker	Josh Traver, Gloria Sandoval
1150 - 1205	Summary and Next Steps, Closing	Julie Quinn, Lisa Mangat

Leadership Wrap Up

Leadership Feedback Summary

- 1. What are the changes that we will have to lead into the future?**
 - *Improved communications and collaboration between field and HQ*
 - *Modernization, innovation, technology*
 - *Flexibility*

- 2. What is the role of the next generation of Parks staff in the Department?**
 - *Innovate while preserving the mission and legacy of State Parks*
 - *Challenge the status quo, take risks*
 - *Help make parks more relevant*

- 3. How are you framing or adapting your leadership training for the future?**
 - *Offering mentorships*
 - *Providing opportunities for staff: to broaden experience, work outside comfort zone, make decisions*

Leadership Feedback Summary (Con't)

4. **What training topics or opportunities do we need to have to build leaders of the future?**
 - *Cross training and training on interpersonal skills and technology*
 - *Structured mentorship and leadership development program*
5. **Please give examples of what has been most beneficial preparation for your current leadership position.**
 - *Having a mentor*
 - *Working up through the ranks*
 - *Embracing opportunities outside of comfort zone*
6. **What institutional changes do we need to build our agile leaders of the future?**
 - *Culture change*
 - *Structured, required training and development opportunities*
7. **What critical tools do you need to succeed as senior change leaders?**
 - *Support from upper levels*
 - *Continuing Education (internal and external training opportunities)*

Q & A

State-Owned Housing Update

Agenda

1. Introductions
2. Background
3. Housing Tax Categories
4. Internal Revenue Services Language
5. Where are We Going?
6. Housing Matrix & Duty Statements
7. Discussion and Questions



Housing Team Introductions

Scott Bayne – Law Enforcement and Emergency Services

Jeff Bomke – North Coast Redwoods District Superintendent

Joan Evers – Gold Fields Administrative Chief

Nathan Harper – Twin Cities Maintenance Chief

Craig Sap – Angeles District Superintendent

Will Schaafsma – Administrative Services

Branigan Schoppman – Facilities Management Division



Background

Why are we Here?

- IRS Beneficial Tax and Non-Required Housing
 - Protection of Employee Tax Liabilities
 - Better understanding of the fringe benefit tax
- CalHR Housing Regulations
 - We are Required to Bring our Rental Rates to “Fair Market Value”
 - Provisions for Raising Rates in an Incremental Fashion
 - Exceptions to Rates for Required Housing
 - We are One of the Last Departments to Bring Our Housing into Compliance
- Provide Park Operational Needs for:
 - Safety and Enforcement
 - Facility Operations
 - Resource Protection



Background

What Have We Done to Date?

2007 – 25% rental increase

2009 – First Fair market appraisals Conducted – Not Immediately Implemented

2012 – New Lease Agreements Developed to Meet IRS Rules

2012 – 25% Rental Increase on New Leases

2014– 2009-Fair Market Appraisals Implemented with New Leases Format on
Housing Move Ins *and* IRS Beneficial Tax

– “Required Housing” Designation on Job Advertisements and Duty Statements

2014 – New Fair Market Appraisal Contract Started

2015 – CalHR Requires Duty Statements for all “Required” Housing Tenants

2015 – New Rental Leases for All Tenants – Being Phased in by District

Housing Tax Categories

New Housing Designations

“Required Tax-Exempt” – designation based on IRS rules for fringe benefits. Districts need to establish that as a condition of employment; it is required for the position to live in a state owned residence and the employee would not be able to fulfill all the position’s requirements if the employee were not living in that residence.

“Taxable” – designation used for tenants who are not required to live in state-owned housing. These tenants pay a monthly fringe benefit tax.

IRS does not accept “Beneficial Tax-Exempt” – (*reason for new leases*)

“Beneficial Tax-Exempt” – older designation, we are no longer using. “Beneficial Tax-Exempt” designation did not meet the IRS rules and would be deemed “Taxable” in an IRS audit.

Internal Revenue Service Language

What Is a Required House?

Three Conditions Need to be Met:

1. Housing is furnished on your business premises

For this exclusion, your business premises is generally your employee's place of work.



Internal Revenue Service Language

What Is a Required House?

2. Housing is furnished for Departmental Convenience

- Whether or not you furnish lodging for Departmental convenience as an employer depends on all the facts and circumstances.
- It must be for a substantial business reason - other than to provide the employee with additional pay.
- A written statement that the housing is furnished for Departmental convenience is not sufficient.



Internal Revenue Service Language

What Is a Required House?

3. The employee must accept it as a condition of employment
 - Housing meets this test if you require your employees to accept this condition due to the fact that they need to live at the park to properly perform their duties.
 - Examples include employees who must be available at all times and/or employees who could not perform their required duties without being furnished the housing (Health and Safety, Facilities Operation, and Resource Protection).



Where are We Going?

Need to Develop a New Housing Policy:

- Meets IRS Test of “Required Tax Exempt”
- Satisfies CalHr Requirements of Receiving “Fair Market Value”
- Give the Department Maximum Flexibility to Protect and Provide Needed Stewardship, Services, Health and Safety.

Inconsistent Data and Lack of Criteria

- District Required Tax Exempt (Old Required and Beneficial) Records Need to be Reviewed and Verified
- Need Uniform but Flexible Criteria for What is a Required House
- District Input to Housing Team for Policy Direction

First Data Gathering Steps

- Duty Statements for all Required Housing – Complete
- Housing Matrix

Where are We Going?

Need to Develop a New Housing Policy:

- Team's Desire is to Move Away from "Position Based" Required Housing - Current Policy
- Move to Operational Need Based Required Housing –
 - The "Housing Unit" Provides the Ability for the District to Place a Skill Set in the House to meet Operational Need
 - Example – We need Visitor Services staff or Facilities staff
 - That Need can be Provided by a Wide Range of Staff who have Appropriate Skills to meet the Need
 - It Does Not Necessarily have to be a "Unit Assigned" Employee.



Housing Matrix and Duty Statements

Tehachapi District							
Housing #	Program	Category	Assigned Work Location	Only Answer For Required Housing			
				Site Is In a Remote Location	Law Enforcement After Hour Emergency Response Is Frequent	Facilities Maintenance After Hour Emergency Response Is Frequent	Loss Prevention (Building/Site Contains Valuable Artifacts Or Other Items)
341-MOB-01-00	Other	Not-Required/Not a condition of Employment	CASHP				
341-MOB-02-00	Maintenance	Required/Condition of Employment	CASHP	Yes	No	Yes	Yes
350-HOU-01-00	Visitor Service	Required/Condition of Employment	Tule Elk	Yes	Yes	Yes	No
351-HOU-01-00	Maintenance	Not-Required/Not a condition of Employment	Ft. Tejon				
351-HOU-02-00	Visitor Service	Not-Required/Not a condition of Employment	Ft. Tejon				
538-HOU-01-00	Other	Required/Condition of Employment	PMSRA	Yes	Yes	Yes	Yes
538-HOU-02-00	Maintenance	Required/Condition of Employment	PMSRA	Yes	Yes	Yes	Yes
538-HOU-03-00	Visitor Service	Required/Condition of Employment	PMSRA	Yes	Yes	Yes	Yes
577-HOU-01-00	Visitor Service	Required/Condition of Employment	RRCSP	Yes	Yes	Yes	No

Housing Matrix & Duty Statements

Colorado Desert

*** Please add any housing units that may have been missed and highlight in green

Housing #	Program	Category	Assigned Work Location	Only Answer For Required Housing			
				Site Is In a Remote Location	Law Enforcement After Hour Emergency Response Is Frequent	Facilities Maintenance After Hour Emergency Response Is Frequent	Loss Prevention (Building/Site Contains Valuable Artifacts Or Other Items)
617-HOU-03-00							
618-HOU-04-00							
618-HOU-05-00							
618-DOR-01-01							
618-DOR-01-02							
618-DOR-01-03							
618-HOU-07-00							

New Housing Matrices identify each park unit's unique housing needs.

1. Site is in a remote Location
2. Law Enforcement After Hour Emergency Response is Frequent
3. Facilities Maintenance After Hour Emergency Response is Frequent
4. Loss Prevention (Building/Site Contains Valuable Artifacts or Other Items)

These housing matrices should not change, unless the park unit's needs change.

Discussion Questions?



Success Story: Gold Bluffs Beach Dune Restoration



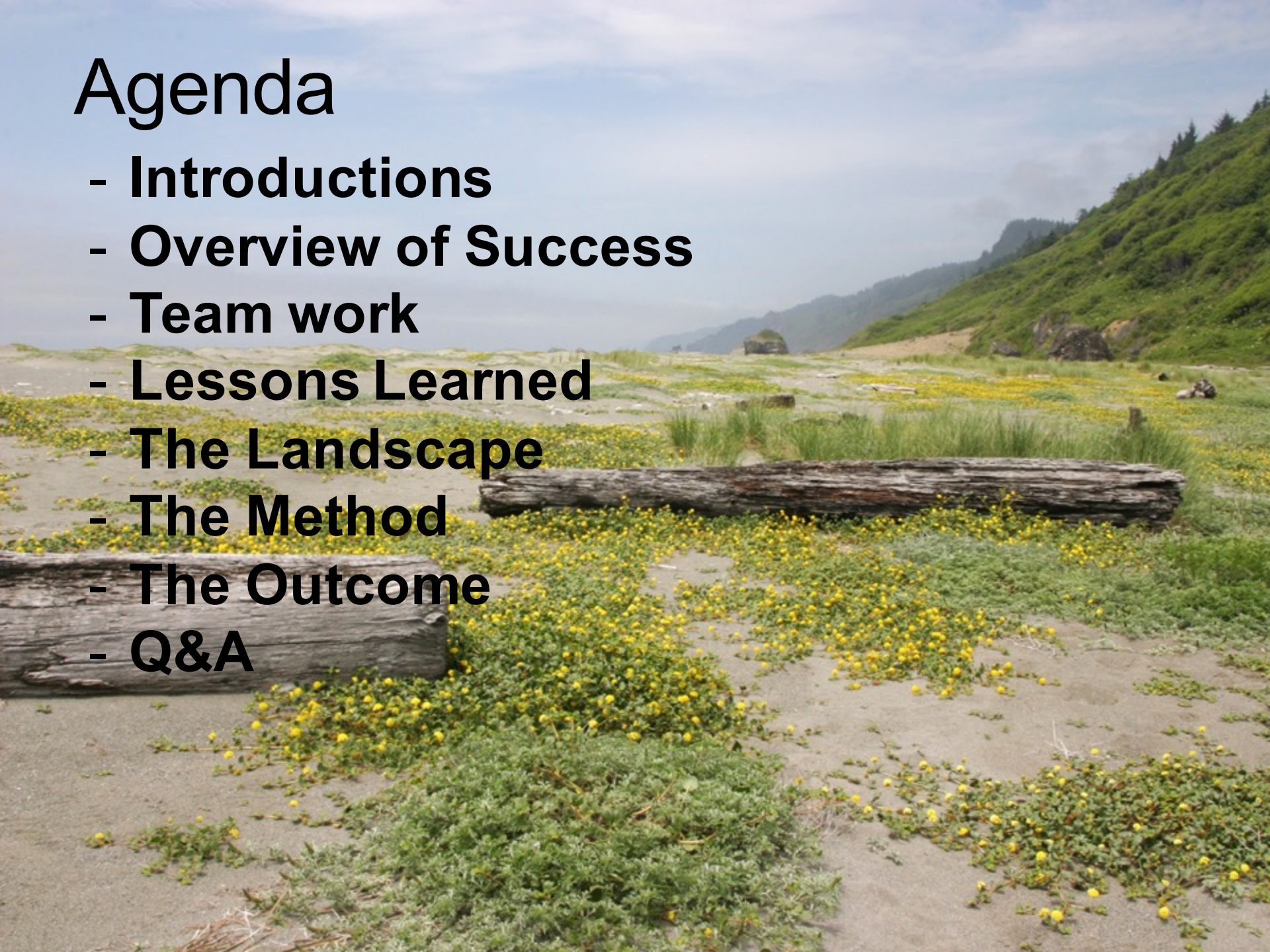
Prairie Creek Redwoods State Park Gold Bluffs Beach Dune Restoration

Project to remove European beachgrass using heavy equipment



Agenda

- **Introductions**
- **Overview of Success**
- **Team work**
- **Lessons Learned**
- **The Landscape**
- **The Method**
- **The Outcome**
- **Q&A**



Overview of success:

Largest habitat restoration of its type in California to date: 550 acres ~ 5 miles long Goal to restore dune ecosystem

- » Reduce European beach grass, measurably increasing native dune mat and improving habitat for native species.
- » Project goals achieved despite fiscal & contractual constraints and challenges.

How this project demonstrates change and transformation:

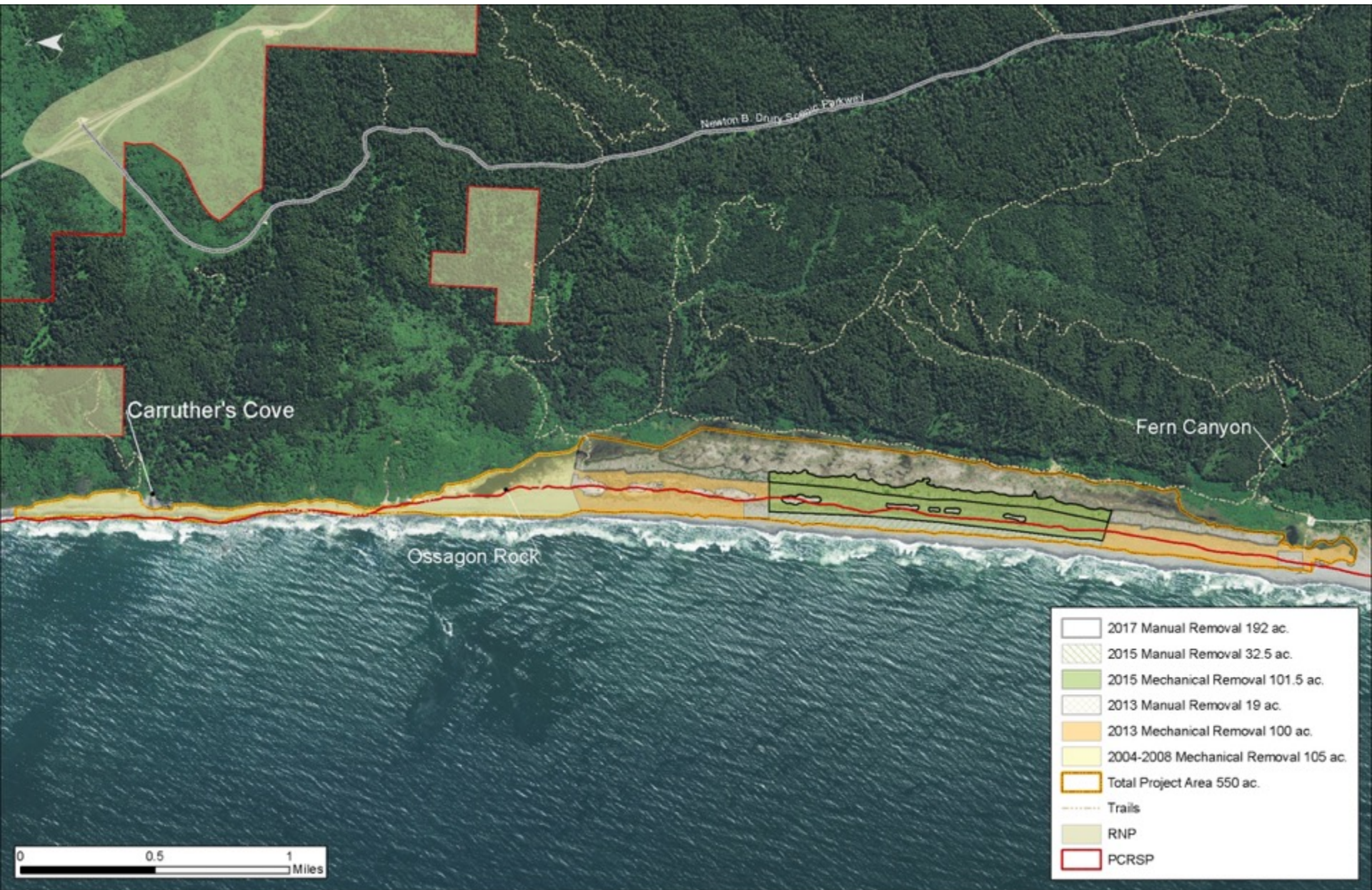
- Inclusion of all District Specialists—working together and representing each District discipline and core function.
- Recognition of the entire team effort and the transformative power of overcoming obstacles.



Lessons Learned:

- **Plan, but be willing to adapt & improvise**
- **Build upon in-house expertise**
- **Encourage diversity of skillsets**





Method

Beachgrass is dug out of the top layer of sand and buried under a cap of clean sand taken from underneath it.

Beachgrass and
all roots (rhizomes) are dug up



Hole is deepened to 3 meters

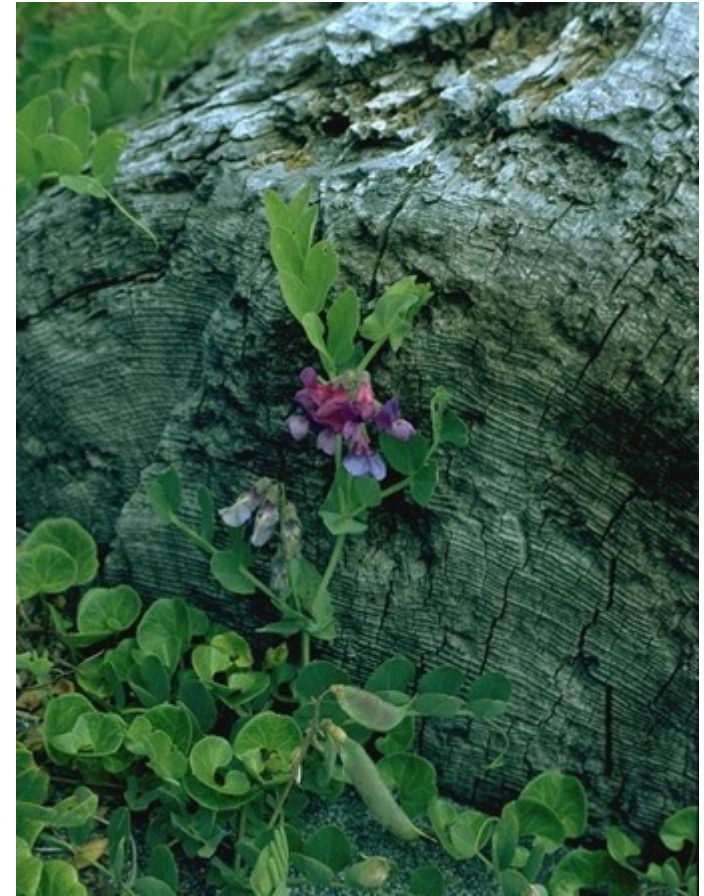
Special Status Species



pink sand verbena



Western snowy plover



seaside pea

North Gold Bluffs Beach Before



North Gold Bluffs Beach After



Q&A

A scenic landscape at sunset. The sky is filled with soft, colorful clouds in shades of purple, pink, and orange. In the foreground, two deer with large antlers are silhouetted against the bright horizon. To the right, several evergreen trees are also silhouetted against the sunset.

Come Visit Your Born-To –Be-Wild Northern California Coast

Break

Success Story: PORTS Program





PORTS

Parks Online Resources for Teachers and Students

Agenda

- *Introduction*
- *Five things to know about PORTS*
- *Department Structure (and thanks)*
- *Statistical Information*
- *Keys to Success*
- *Live from Whalers Cove*



PORTS

Parks Online Resources for Teachers and Students

*"People get their
information in different
ways now."*

Hugh Hefner



PORTS

Parks Online Resources for Teachers and Students

- *Developed to reach new audiences*
- *Provides access to AND engagement with Parks*
- *Promotes park values*
- *We're not special, just darn good.*
- *FREE and convenient program*



PORTS

Parks Online Resources for Teachers and Students

The Interpretation & Education and Internet Technology Divisions work collaboratively with 10 park districts to manage PORTS operations.



*North Coast Redwoods
State Capitol
Bay Area
Santa Cruz
Monterey
Central Valley
San Luis Obispo
Angeles
Orange Coast
Colorado Desert*



PORTS

Parks Online Resources for Teachers and Students

PORTS BY THE NUMBERS

Every School Year Serving

40,000+ students

Delivering

1,500
Individualized Presentations

Impacting

100
School Districts



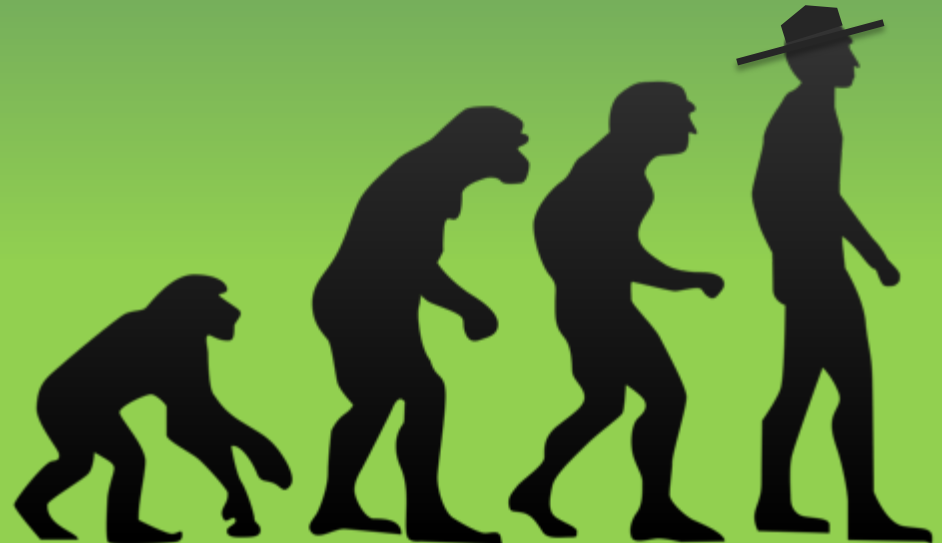


PORTS

Parks Online Resources for Teachers and Students

Select Keys to our Success

- *Address a need*
- *Build Partnerships*
- *Collect Data*
- *Evolve*



Broadening the Parks and Rec. Specialist Classification

Legislative Update

SB 204 and AB 549

Agenda

1. Legislative Background and Previous Bills
2. Parks Forward Commission and a New Approach
3. Legislature and Department Collaboration
4. “Tools not Mandates”
5. Improving Partnerships
6. Natural and Cultural Resource Management
7. Revenue Generation

Legislative Update

Legislative Background and Previous Bills

2014

Legislation introduced –

- Assembly Bill 2150 (Rendon, Chair Assembly Water, Parks and Wildlife Committee)
- Senate Bill 633 (Pavley, Chair, Senate Natural Resources and Water Committee)

Legislative Update

Legislative Background and Previous Bills

AB 2150 (Rendon, Chair, Assembly Committee on Water, Parks, and Wildlife)

- **Required** extension of moratorium on park closures
- **Required** Department to prepare a prioritized deferred maintenance list based on criteria established in the bill
- **Required** the Reorganization of the Division of External Affairs into a new Division of Community Initiatives and Park Access with new roles and responsibilities.

Legislative Update

Legislative Background and Previous Bills

SB 633 (Pavley, Chair, Senate Natural Resources and Water Committee)

- **Required** the Department to establish “projects of the year”, wherein the public would choose a project(s) which would be funded exclusively from the State Parks Protection Fund.
- **Required** the State Park and Recreation Commission’s budget to be reflected separately from the Department’s budget.
- **Required** the Department to identify and report its energy costs to the Legislature by July 1, 2015.
- **Required** the Department to report to the Legislature, by July 1, 2016, on its efforts to increase the use of outside vendors to sell State Park passes and required development of two regional park passes by December 31, 2015.
- **Required** the Department to establish a pilot project for mobile food and beverage services and then report to the Legislature on the results of the pilot by January 1, 2018.

Legislative Update

Parks Forward Commission and a New Approach

Governor Brown Vetoes AB 2150 and SB 633

Veto Message (same for each bill):

I am returning Assembly Bill 2150/Senate Bill 633 without my signature.

The Parks Forward Commission, an independent commission appointed in 2013, is charged with conducting a process designed to address the financial, operational, and cultural challenges facing the Department to ensure the system's long-term viability. The final report with recommendations for a long-term plan will be completed this fall. It would be prudent to allow the Department to develop an overall strategic plan before requiring the specific activities called for in this bill. I am directing the Department to work with the author on common proposals that can be implemented in the next fiscal year.

Legislative Update

Legislature and Department Collaboration

2015:

- Parks Forward Commission release final report and recommendations
- Transformation Team established and Strategic Action Plan developed
- New Legislation introduced - Senate Bill 204 (Pavley) and Assembly Bill 549 (Levine)

Engagement and collaboration early and often to achieve shared goals of Department/Transformation Team, Parks Forward Commission, and Legislature

Legislative Update

Tools not Mandates – Improving Partnerships

SB 204 (Pavley):

- **Volunteers**

Intent language to extend complimentary park pass benefits to volunteers of coop associations (not just State Park volunteers).

- **Co-Ops**

Allows the Department to partner with cooperating associations on programming beyond just interpretation and education and allows the money they collect to be spent on all programs within the park unit.

- **Non-Profit Agreements**

Removes sunset date (2019) on statute authorizing non-profit operators of parks

Removes restriction of “at risk of closure” for operation of an entire park unit

Legislative Update

Tools not Mandates – Improving Partnerships

SB 204 (Pavley):

- **Youth Groups**

Authorizes the Department to enter into agreements with organizations that serve youth (like student conservation association) to train young people on being park leaders and stewards by providing opportunities to work on restoration and conservation projects

Authorizes the use of state funds, if available, and exempts these agreements from sections of the Public Contract Code regarding service agreements

Legislative Update

Tools not Mandates – Improving Partnerships

AB 549 (Levine):

- **Cabins**

Authorizes the Department to enter into agreements with non-profit partners to install and permit cabins and parking facilities for recreational vehicles, consistent with the general plan of a unit

Authorizes the Department to accept buildings, facilities, and other improvements as gifts to the State.

- **Donor Agreements**

Clarifies Department's authority to enter into agreements for restoration, repair, development, improvement, or enhancement of a park unit.

Clarifies that the Department may offer free or reduced cost access to facilities with entities with agreements with the state, so long as the public benefit of the agreement exceeds or is of equal value to the use of facilities granted.

Legislative Update

Tools not Mandates – Natural and Cultural Resource Management

SB 204 (Pavley):

- **State Park System**

Recognizes CA State Parks' role in preserving natural and cultural resources and promotes its use in a manner that conserves the scenery, natural and historic resources and wildlife in the individual units of the system for the enjoyment of future generations

- **Historical Building Restoration**

Increases the project threshold in Public Contract Code §10110 from \$25,000 to \$50,000 for the Department's requirement to solicit bids for historic restoration projects

- **General Plans**

Authorizes the Department to prepare a development plan in lieu of a general plan when improvements are necessary to comply with public service delivery obligations, operational or code compliance upgrades, or resource preservation requirements.

Legislative Updates

Tools not Mandates – Revenue Generation

AB 549 (Levine):

- **Concessions**

Increases the gross revenue threshold of concession contracts which require Legislative approval from \$500,000 to \$1 million.

Eliminates requirement that these contracts be reviewed only once a year through the annual budget process.

New process provides 30 day review of the contract by the appropriate policy and fiscal committees of the Legislature and the Joint Legislative Budget Committee.

Result is that these contracts can be implemented year-round vs. annually on July 1st of each year.

Legislative Update

Conclusion

New laws offer the department tools, clarifications in statute, and guidance which will give us the ability to be better partners, more flexible in our approach to operations, and move towards the positive change recommended by the Legislature, Parks Forward Commission, Department and Transformation Team

Google Trekker

*Google Street View In
California State Parks*

Agenda

1. Introducing the Google Trekker
2. Projects to Date in California State Parks
3. Future Plans
4. Demonstration
5. Q&A and Wrap Up



Introducing the Google Trekker

- Google Trekker, our latest camera system in our Street View fleet, takes Street View off-roading. It allows Google Maps to share some of the most picturesque places in the world.
- The Trekker is a wearable backpack with a camera system on top. The Trekker is worn through pedestrian walkways or trails on foot, and with its 15 lenses gathers images as it goes.
- The Trekker program is a part of Google Maps' efforts to make the world's diverse heritage and beauty accessible to everyone and to promote exploration.
- As a part of the California community, we are proud to partner with California State Parks to bring some of the state's most beautiful parks and beaches to the world.

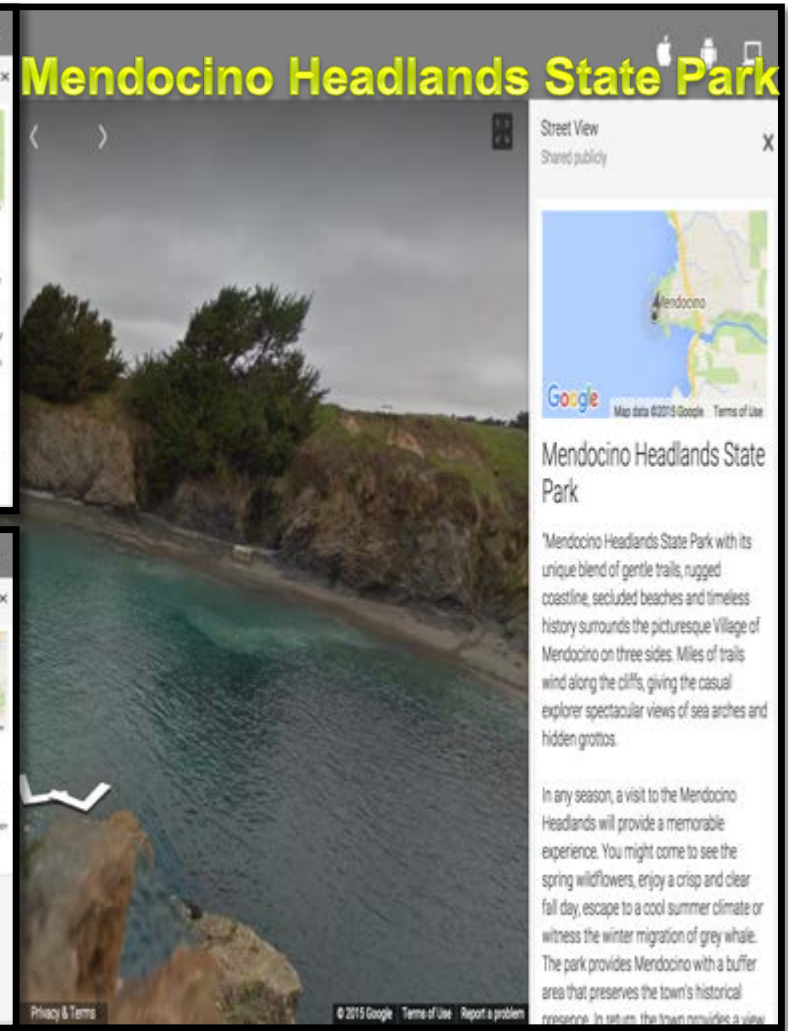


Projects to Date in California

State Parks and Beaches

- 50 plus state parks mapped including:
 - [Tamalpais State Park](#)
 - [China Camp State Park](#)
 - [Henry Coe State Park](#)
 - [Julia Pfeiffer Burns State Park](#)
 - [Bodie State Historic Park](#)
 - And more....
- 50 state beaches mapped including:
 - [Asilomar State Beach](#)
 - [Half Moon Bay State Beach](#)
 - [Carlsbad State Beach](#)
 - [Huntington State Beach](#)
 - And more....

Additional Examples:



Future Plans

Good things to come....

- Continue to collect key sites within the California state park system
 - Missions
 - Interior sites
 - Update existing key parks for “Time Machine” feature and archiving purposes
 - [Trekker Loan Program](#)



Trekker Demonstration

Google Street View



Street View

California State Parks

California is home to hundreds of state parks such as Yosemite, Mount Tamalpais, and Point Lobos.



Mount Tamalpais State Park

Q&A and Wrap Up

How do I go about requesting that my park gets mapped and filmed?

OR

I have an organization, **tourism board**, **non-profit**, **conservation group**, **research institute**, or other **partner** that would be perfect for a Trekker Loan. How do I help them apply for a loan?

Please direct all special collections and Trekker Loan interest to

Callie Hurd

Statewide Roads and Trails Program, Facilities Management
Division

(916) 324-0423

Callie.Hurd@parks.ca.gov

Summary and Next Steps

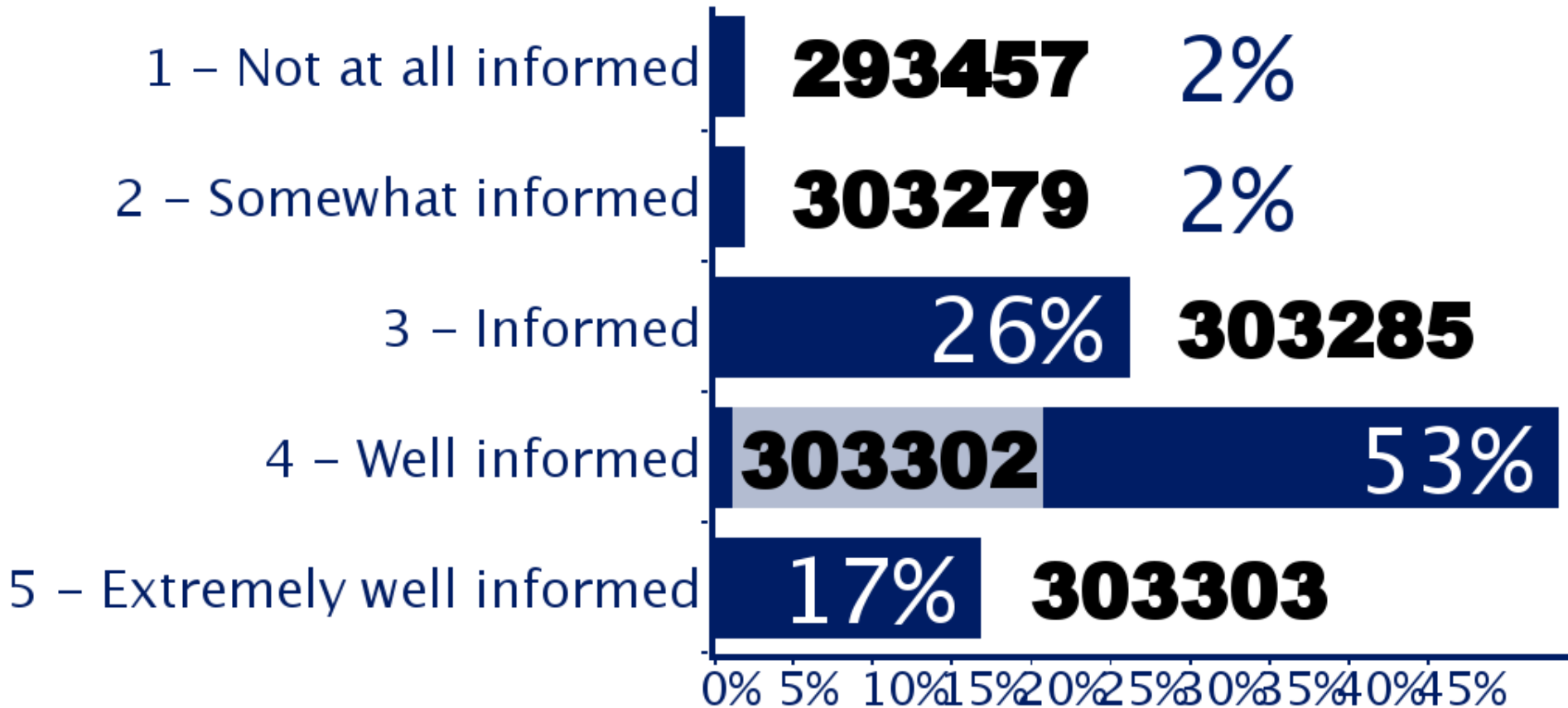


**Thank you to the Planning Team
and all of our presenters for your
hard work in making this
leadership meeting a success!**

Poll Everywhere

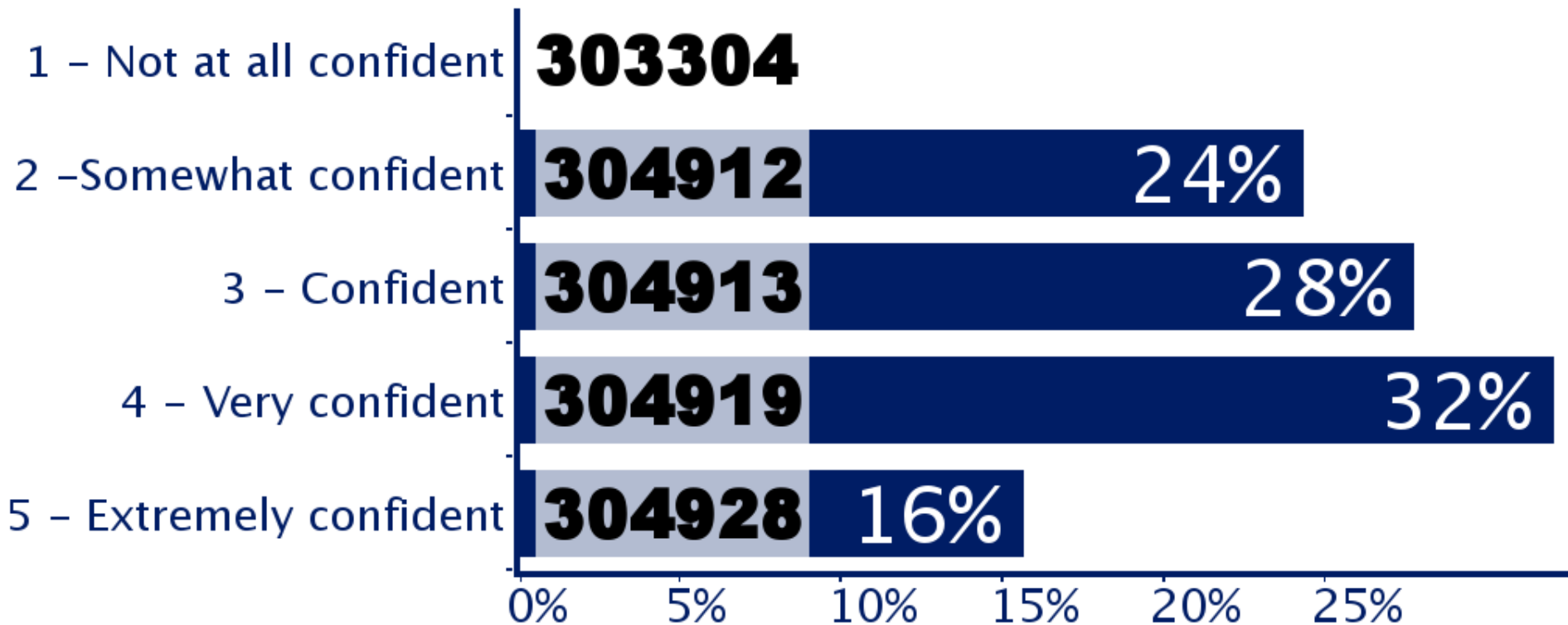
1. On a scale from 1 to 5 (5 being extremely well informed), how informed do you feel you are about the vision, objectives, and progress of the Parks' Transformation effort?

📱 Text a **CODE** to 22333



2. On a scale from 1 to 5 (5 being extremely confident), how confident are you that as a Department, through this focused collaboration, we can tackle long-standing barriers to improve the success of Parks?

📱 Text a **CODE** to 22333



Poll Everywhere - What is the one thing you are going to go do coming out of this meeting in support of the transformation effort?

65 participants responded. Most leaders reported that they would **share the information** with their staff.

Communication	Encouragement	Other Actions	
Share with staff x32+	Empowerment	Dedicate time for SBB x2	Prep District staff on budgeting opportunities
Discuss purpose and direction with staff x2	Improve my outlook	Drink the info in	Use Google Trekker
Educate the masses	Get out in the field with staff	Work out schedule for SBB requirements	Persevere
Share information more regularly in person and at staff meetings	Convey "urgency"	Challenge my team	Appoint an educator
All hands staff meeting	Support programs already in progress	Plan	Increase collaboration across functions
Share the good news	Stay positive	Stay engaged	
	Hold overhead feet to fire	Look at out of the box improvements	

Closing



Questions

If you have any general questions regarding the content in this presentation, please reach out to Megan Crookham, mcrookham@deloitte.com.