



Final Transformation Progress Report
California Department of Parks and Recreation
May 2017





CALIFORNIA DEPARTMENT OF PARKS AND RECREATION
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Los Angeles State Historic Park



Taken separately, the 60 Transformation Initiatives and Projects are interesting and important. Taken together, fully implemented with strong interconnectivity, they represent monumental positive change.

BY *Steve Szalay, Transformation Team Leader*

Message from Director



Dear Outdoor Enthusiast,

I want to thank the public, stakeholders, and various constituency groups for their investment of time and genuine engagement with us here at the California Department of Parks and Recreation (DPR). Your participation had a direct impact on the outcomes of our transformation efforts and assisted us in determining where to focus them so that we may better serve the public. We look forward to continuing in this close partnership with you and hope that you continue to engage with us as we move forward. I hope that you are as proud of your department and its programs as we are to serve you.

We are excited to share with you the final edition of the Transformation Progress Report. Our Transformation process began October 2014 and ended February 2017. The department completed an impressive body of work over the last two years which is highlighted in this report.

Parks are essential to the well-being of environments, economies and all people. California's state parks and the recreational programs supported by the DPR are a gateway to these benefits and to the opportunities to connect with families, friends and communities. Off-highway motor vehicle recreation, boating activities, horseback riding, on and off-road cycling, hiking, camping, rock climbing, tours, hikes, school group enrichment, and special events are just some of the activities enjoyed in 280 park units organized into 22 field districts throughout the state.

We are now well positioned to excel in our core programs and to build on our proud history of preservation, education and recreation. The level of commitment from the Transformation Team, committees, subcommittees, work groups, staff, partners, stakeholders, Administration and Legislature to make long-transformative, system-wide change was impressive.

People take care of the things that they love. Thank you for loving California's outdoors. We hope that you continue to work with us in our long journey of positive, continuous improvement to "protect and preserve the state's iconic natural, cultural and historic resources, provide access to all Californians, engage younger generations, and promote the healthy lifestyles and communities that are uniquely Californian".

Sincerely,

Lisa Ann L. Mangat, Director

Executive Summary

The Final Transformation Progress Report summarizes the accomplishments and foundational work the California Department of Parks and Recreation (DPR) completed over a two-year period to better serve California's diverse population and create a more inviting and relevant state park system. This important process, dubbed "Transformation", was a remarkable and important first step in the journey of positive, continuous improvement for the department.

Highlights of initiatives in this report include:

- **Strengthened the connection to the public** that we serve through public meetings held around the state to hear their vision for the future of the DPR and the programs that are important to those communities.
- **Closed the gap in time for revenue collection from months to days by replacing all manual revenue collections** (bank deposits and credit card transactions) with an electronic system. Previously a dollar collected at a state park could take months to register in the DPR's fiscal system. Revenues are now registered within 48 hours.
- **Stood up a more comprehensive district budget allocation process** that is synced to the annual budget process with a more detailed tracking of current fiscal year expenditures. The top field managers have comprehensive budget information by July 1, allowing them to manage their programs more effectively. In the past, managers did not receive their budget information until the fall—months after the beginning of the fiscal year and the heavy visitor season of the summer.
- **Added more automated payment machines** at state park units. Some units are also collecting parking revenue via smartphone technology.
- **Opened positions to candidates from broader and more diverse professional** backgrounds so that our management team is more reflective of the diverse professional teams working throughout the department. Also, opening up the candidate pool to talented applicants from outside state service allows for a more competitive process to select the top leaders for the state park system.
- **Improved relations with our partners by creating a partnerships office.** The partnership office serves as a concierge for partners, assisting them in working with state government. The office also enhances the support for parks field staff working with our partners.
- **Created a Leadership Development Program** with California State University of Sacramento. Graduated the first class of department leaders.

- **Awarded a new comprehensive reservation system contract** to support field operations and enhance the experience of our visitors with a modern, relevant and engaging platform. The roll out of the new system begins on August 1 and will be completed throughout the park system by spring 2018.
- **Launched community liaison projects** at Los Angeles State Historic Park and Candlestick Point State Recreation Area to further engage with communities and build state parks from the ground with them, not for them.
- **Introduced and showcased California's public outdoor places** through programs such as Outdoor Youth Connection, Parks Online Resources for Teachers and Students (PORTS), Google Street View Treks and social media platforms such as Periscope.

The Final Transformation Progress Report sets a foundational path for the DPR. However, the initiatives contained in this report do not represent the universe of achievements the department can accomplish. From the outset, a guiding principle of the Transformation process was that true, transformative change should never end.

The initiatives and projects developed during the original timeframe will be sustained, nurtured and enhanced well after the two-year transformation period and new initiatives will be created. To that end, a sustainability strategy has been implemented to hand-off initiatives and projects at appropriate times to the DPR workgroups for implementation. These groups are made up of department staff and Transformation Team/Committee members. Each workgroup is led by a member of the department's executive staff.

DPR will continuously make improvements through new and improved park and recreation programs, services and systems well into the future. Transformation is a constantly evolving process that the department embraces as it moves into the future.

Fast Facts

California Department of Parks and Recreation

Protects and preserves California's most significant natural and cultural resources while delivering public spaces to bring families and friends together and providing a wide array of recreational opportunities for the benefit and enjoyment of all people. Off-highway motor vehicle recreation, boating activities, horseback riding, on and off-road cycling, hiking, camping, rock climbing, historic tours, hikes, school group enrichment, and special events are just some of the activities enjoyed in 280 state parks organized into 22 field districts throughout the state.

Transformation Process

In 2015, a Transformation Team (Team) was formed to help strengthen the California Department of Parks and Recreation (DPR) and better serve California's diverse population and create a more inviting and relevant state park system.

The Team was comprised of qualified, experienced and dedicated personnel from the department, outside entities and professional consultants.

A two-year tactical Transformation Action Plan was developed by the Team. The plan set forth four strategic goals for the state park system:

1. Protect and enhance natural and cultural resources
2. Develop excellent management systems
3. Maintain high-quality operations and public service
4. Create meaningful connections and relevancy to people

Based on these strategic goals, the Team developed eight committees and a number of initiatives. As initiatives were completed, they were converted into projects and implemented by the department on a flow basis.

The Team developed a sustainability strategy to ensure that change momentum was not lost when the Transformation process completed in February 2017. Initiatives and projects that were not fully implemented were then handed off to the DPR work groups to complete the implementation process.



Web Links

- [Transformation Website](#)
- [Meet the Transformation Team](#)
- [Transformation Advisory Committee](#)
- [Action Plan](#)
- [Progress Reports](#)
- [Initiatives & Projects](#)
- [Organizational Structure Opportunities Project](#)
- [Transformation Tuesday Messaging](#)

Project Timeline

2012

California State Park Stewardship Act signed into law. Assembly Bill 1589 (Huffman) established the California State Park Stewardship Act which, among other things, stated the policy of the Legislature to promote a multidisciplinary advisory council to “conduct an independent assessment and make recommendations to the Legislature and the Governor on future management, planning, and funding proposals that will ensure the long-term sustainability of the state park system” - [September](#).

2013

Secretary of Natural Resources appointed the Parks Forward Commission to assess the unique challenges California’s state parks face and help identify solutions to solidify the future of the California Department of Parks and Recreation (DPR) - [June](#).

2014

California Department of Parks and Recreation commemorated 150 years of preserving lands for their significant features, and for the enjoyment of the visiting public.

Transformation process begins and is designed to lead the DPR on a path of long-term sustainability - *October*.

Transformation Team (Team) assembled by the Brown Administration. *December*.

2015

California Department of Parks and Recreation announced Team - [January 22](#). Committees were also formed and committee members are selected.

Parks Forward Commission released final recommendations for DPR - [January 30](#).

Team released Transformation Action Plan and launched new website - [February 6](#).

Eight committees scoped transformation initiatives – *March 1*. Transformation initiatives were created. As initiatives were completed, they were converted into projects to be handled at the department level.

Transformation Advisory Committee was formed – *March 19*. Committee members included a group of state officials, Parks Forward Commissioners, partners and stakeholders. The purpose of the committee was to provide high-level guidance to the Transformation Team.

Team conducted a videoconference with all DPR staff to collect comments and recommendations – *May*.

First Transformation Progress Report, outlining accomplishments from [fall 2014 to September 2015](#), was released.

First Transformation Tuesday message, featuring initiatives and projects, was distributed to DPR staff and partners – *September 29, 2015*. Weekly messaging continued until March 21, 2017. Updates on projects and initiatives will continue to be provided to staff and partners via the department’s weekly digest. [View Messages](#)

Governor Edmund G. Brown Jr. signs Senate Bill 204 and Assembly Bill 549. The bills provide the DPR tools to help implement the Parks Forward Commission recommendations and Transformation Team goals that will strengthen the future of the state park system – [October 13](#).

2016

New hiring tool process rolled out – *January*.

Updates on initiatives and projects released by Team - [February 16](#).

New Electronic Report of Collections (eROC) pilot completed. Benefits of this new system include saving thousands of labor hours that the old paper system required as a result to duplication efforts, and revenue can be analyzed by date, district, park unit, location within the park, type of revenue, revenue detail and many other data sets.

New Partnerships Office is announced. The creation of this office is a milestone for the DPR as it strives to enhance relationships with outside entities – *April*.

“We Are Parks” video series launched. The video series helps the DPR connect the public with their state parks and the dedicated staff and partners who every day work to protect California’s beautiful state park system – *April*.

Transformation Agent Network is formed. The network is comprised of California Department of Parks and Recreation employees, better known as Transformation Agents, who were selected by their managers to serve as field or division ambassadors to keep staff informed on important key departmental and Transformation initiatives. These agents have opened up another line of two-way communication– *May*.

Leadership Meeting facilitated by the Team to apprise top leaders from the field and divisions on DPR’s Transformation effort, but most importantly to collect comments and recommendations from them – *May*.

New reservation system transition announced. This new system will help connect visitors to the state park system in a more modern way through website trip planning enhancements, more widely accepted payment methods and other user-friendly web services. The new system will be rolled out in phases– *June*.

Service-Based Budgeting Phase 1 complete. This initiative focused on transforming the DPR's budget management system into a mechanism that will determine the level of service parks can provide at varying levels of funding and assist in setting program priorities – *June*.

Public engagement process begins to design a new, more modern organizational structure. Informed by the work of the Transformation Team, the DPR worked with staff and stakeholders as it developed a new organizational model. – [July](#).

Second Transformation Progress Report released, outlining accomplishments from [October 2015 to July 2016](#) - *August*.

First-ever leadership development class held. Led by DPR's training office, California State University of Sacramento and subject matter experts, the pilot class provided useful insight to department leaders as they plan future offerings of this critical training. The class was comprised of nominated staff from many different classifications – *September*.

Governor Edmund G. Brown Jr. signs Senate Bill 1111 (Pavley) which authorizes the DPR to enter into a statewide agreement with a nonprofit park support organization to facilitate implementation of reforms recommended by the Parks Forward Commission, and to develop and secure expertise, services, resources and projects that are not readily available to the state park system – [September](#).

2017

Sustainability Strategy is fully developed to sustain, nurture and enhance Transformation projects into the future – *February*.

Service-based budgeting pilot completed – *February*.

Governor Edmund G. Brown Jr. signs Senate Bill 1 (Beall) which, among other things, directs a portion of the new revenue collected from a fuel tax increase to be deposited into the State Parks and Recreation Fund (SPRF). The measure specifies that this new funding is to be used for the state park system, including off-highway vehicle and boating programs – [April](#).

Twenty-five hand-selected DPR staff graduate from the Leadership Development Pilot Program – *May*.

Final Transformation Progress Report, outlining accomplishments from [August 2016 to February 2017](#), was released – *May*.



Progress Highlights

Transformation Projects & Initiatives

In the following pages, you will find key accomplishments made by the Transformation Team during the two-year process.

Details on specific initiatives and projects are highlighted on pages 25-49 of this report.



Strategic Goal 1: Protect and Enhance Natural and Cultural Resources

Led by the Natural and Cultural Resources Committee

Natural Resources Management Strategy

California's state parks are endowed with globally, nationally and regionally significant natural resources. The Transformation Team's Natural and Cultural Resources Committee developed a guiding vision for DPR's natural resources efforts to assist in the long term and sustainable stewardship of these representative and outstanding examples of California's natural values.

In furtherance of this vision, the department's natural resources management efforts will be aligned with four strategic focus areas:

- **Stewardship at Scale:** Play a leadership role in resource protection at landscape and ecosystem levels as a cornerstone landowner and convener of protection, restoration and management actions.
- **Resilient and Sustainable Resources:** Promote long-term sustainability by building climate change considerations into all that we do to manage our resources over the long term.
- **State of the Art Management:** Use the latest science-based approaches and best practices to manage our natural and cultural resources consistent with our mandates and mission.
- **Innovative Collaborations:** Promote new types of collective engagement to foster innovation, create a shared commitment to stewardship, and harness complementary skills, capacities and support.

Below you will find information on natural and cultural pilot efforts underway:



A Collaborative Venture for State Park Resource Stewardship at Crystal Cove State Park:

The Natural and Cultural Resources Committee's efforts have led to a cooperative partnership with Irvine Ranch Conservancy, working with the county of Orange and the city of Irvine, to develop and implement a resource management plan at Crystal Cove State Park. Plan implementation includes a joint natural resources stewardship operations program that includes restoration and management of the globally rare coastal sage scrub and other significant habitats.

Benefits

- Demonstrates high quality, cost effective and collaborative new methods for state park stewardship that better connects it to a network of protected lands in Orange County.
- Engages effective management with partners to allow park managers to improve the quality and scope of outcomes for this natural resource management core program.



Landscape Scale Restoration in a Redwood Ecosystem:

As a demonstration of landscape scale conservation and model for efforts that can be replicated around the state, this partnership unites complementary resources from the DPR, National Park Service and Save the Redwoods League to increase the efficiency of restoration activities on thousands of acres of the iconic redwood landscape. Drawing on years of experience and lessons learned from other regional collaborative efforts, a restoration strategy would be developed to guide restoration actions that are necessary to protect old growth and set the degraded landscapes on a trajectory to regain old-forest structure and function that improves their resilience to climate stressors.

Benefits

- Cooperatively identify and jointly support restoration sites and activities with the initial pilot project in Mill Creek Watershed.
- Maximize operational efficiency through sequencing projects and sharing best practices and monitoring results.



Creating Interactive 3D Visitor Experiences

The development of interactive online material for important cultural sites enabled by digital documentation provides possibilities for new models of engagement, particularly with younger generations and underserved communities who do not regularly visit parks, while safeguarding important cultural sites. This type of documentation also enables access to sites that are otherwise inaccessible because of location or safety concerns. The project uses the cutting-edge digital documentation work done at Bodie State Historic Park, such as 3D digital mapping and models, to develop interactive online materials that provide rich narrative histories of the site and its people. This would enable visitors to engage with the historical elements and stores as they virtually work through the site. This project includes a partnership with UC Merced to co-create the digital materials for Bodie and then replicate the process at other key historical sites.

Benefits

Enables online visitors to explore Bodie State Historic Park in-depth and connect them with its rich history.



Strategic Goal 2: Develop Excellent Management Systems

Led by the Human Resources, Modernization, and Budget and Allocation Committees

Budget Improvements

One of the strategic goals of the DPR's Transformation Team is to develop excellent management systems. To meet that objective, the Budget and Allocation Committee led the effort to embark on a robust data collection and analysis effort labeled service-based budgeting. This project will allow the department to analyze service levels across its numerous programs to better inform fiscal decision-making processes, respond to the needs of our visitors and communicate with our partners

Benefits

- Presents a **clear and holistic** picture of DPR's operations and budget management
- Promotes a **culture of transparency and accountability**
- Builds **fiscal integrity and trust**
- Facilitates **data-driven decision making**

Parks Leadership Development Program

The Parks Leadership and Development Program will prepare leaders for top management positions including the new district superintendent classification. The program blends technical skill development with soft-skill development to advance a leadership team that is able to adapt to and resolve current and future challenges related to park and recreation management.

Benefits

- Develops a leadership team that represents all park disciplines and the diverse demographics of the state.
- Promotes the development of broad leadership competencies and supports succession-planning efforts.
- Fosters a leadership culture of collaboration, creative problem solving and trust.

KRONOS Hiring, Scheduling and Timesheets

Streamlining the hiring process and other human resource functions will be achieved through the implementation of Kronos workforce management software. Improvements for hiring, electronic timekeeping and scheduling are scheduled to begin rollout this summer.

Benefits

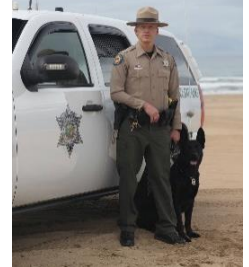
- Reduces hiring processing time by eliminating 20 percent of the steps in the current process.
- Decreases likelihood for human error through automation.
- Provides transparency and eliminates hardcopy transfer of documents.

Broad Pathways to Leadership

The DPR has been limited to candidates for high-level field positions from one area of discipline - law enforcement. The requirement to become a peace officer (PO) may exclude or discourage candidates who have applicable backgrounds in other core areas of park management. Therefore, the department implemented the creation of two non-PO classifications - District Superintendent (DS) I and II. Additionally, talented park professionals from outside of state government can now compete for these leadership opportunities.

Benefits

- Provides the flexibility to develop and consider candidates from all disciplines, including those outside state service.
- Enables the department to build a top leadership team that is more reflective of the diverse professional teams working throughout the park system.





A New Parks Reservation System is Coming to California

New Reservation System

Visitors to California's state park system will make their state parks camping and tour reservations through a new, faster, easier-to-use reservation system. [ReserveCalifornia](http://ReserveCalifornia.com) will go live on August 1, 2017. A variety of features will be phased in between then and March 1, 2018. The new reservation system includes state-of-the-art, computerized point-of-sale and fee collection equipment that will allow debit and credit card payments at more locations. Sign up for e-mail updates at www.ReserveCalifornia.com.

Benefits

- Enhances the reservation experience for visitors through increased information and enhanced features allowing for better trip planning and access to public spaces.
- Improves the ability to collect revenue and reserve available inventory for DPR staff, transparency and customer security, and data collection so the department can better understand who is visiting parks and the services that are important to them in visiting these public lands.

New and Enhanced Revenue through Technology with Automated Pay Machines, Smart Phones Parking Passport, and Electronic Report of Collections

The automated pay machines and piloted revenue collection through smartphone technology (passport parking) was initially launched in the Orange Coast District, and is now expanded to the Angeles District. The DPR also implemented a new streamlined revenue accounting system to report collections.

Benefits

- Introduces new technology to drive revenue collection and enhance the visitor's experience.
- Leads new revenue collection technology with improved data tracking capacity.
- Allows the DPR the ability to analyze the types of revenue data.
- Reduces revenue processing time.



Strategic Goal 3: Maintain High-Quality Operations and Public Service *Led by the Partnerships and Operations Committees*

Develop New Partnerships, Enhance Volunteer Program and Management Structure

The Transformation Team's Partnerships Committee and the new Partnerships Office developed policies and procedures, as well as a new management structure, to assist the office into the future and assist staff and partners.

The new documents include:

- Findings and Recommendations of the Partnerships Committee
- Partnerships Toolkit
- Recommendations for Operating and Co-Management Agreements, including a Mutual Goal Setting Worksheet
- Partnerships Resources Handbook

Benefits

- Revision of relevant, policies, procedures and practices enhances and facilitates engagements between the DPR and partners.
- New training session for partners immensely increases engagement.
- New partnership tools increase efficiency for all.
- Volunteers will see increased recognition and a streamlined registration system.
- A new database will enable volunteers to log their service type and hours, and track training. These statistics will be readily available anytime.

Optimize Organizational Structure Model

Over the past 12 months, a committee comprised of Transformation Team members and other key DPR leaders, met regularly to review the organizational structure of the department and identify the functions needed to develop a service-driven headquarters and field organization and help to identify barriers to better delivering services. They also sought feedback from these leaders on what the future state headquarters organization should look like. To foster transparency and engagement in the assessment process, the committee also provided updates to the top leaders of the department through cyclical leadership meetings and workshops.

Informed by the work of the Transformation Team, the DPR worked with staff and stakeholders as it developed a new organizational model. From July through September 2016, DPR Director along with key staff conducted engagement meetings with headquarters and field staff, and the general public to discuss and develop ways to update the organization of the department. The public engagement meetings were held in different geographic regions across the state in order to foster statewide participation.

The DPR is currently drafting an operational transition plan that will describe the new organizational model and outline how the department plans to transition to the new model. The plan is anticipated for release mid-2017.

Benefits

- Streamlines duplicative services currently being provided across many divisions.
- Identifies career paths and enables pathways to leadership for staff with relevant backgrounds and experiences both from within and outside of the DPR.
- Opens positions to candidates from broader and more diverse backgrounds so that the most qualified candidates are able to compete in the workforce.
- Bolsters resource stewardship that is responsive to climate change, sensitive to species management and protective of our dynamic history.



Streamline General Planning Process

This initiative creates a more streamlined and strategic process that allows an appropriate level of planning (and level of specificity) to occur at the point of greatest need. This reflects goals that have emerged through the Transformation process, such as supporting efficiencies in the planning process that allow for continuous gap analysis and course correction, embracing new conservation roles for the DPR, and bringing people to parks (including improving the process for adding new parks to the system).

While a comprehensive unit-wide general plan could still be pursued in circumstances that clearly demand that level of effort, many tasks formerly accomplished by a general plan will be performed through more focused planning efforts, and more closely connected to the development planning for specific improvement projects.

Benefits

Allows the DPR to focus its planning assets where most needed and will thereby improve the visitor services, protection of our natural and cultural resources, the delivery of education, and the management of recreational facilities.

Outside Support Organization

Senate Bill 1111, authored by Senator Fran Pavley and signed into law in 2016, authorizes the DPR to enter into a strategic partnership with a non-profit park support organization to provide operational, financial and strategic support for the state park system. This partnership would leverage new entrepreneurial resources for mission advancement. The feasibility report is in progress. If deemed feasible, a business plan will be developed.

Benefits

- Streamlines philanthropic/program management efforts.
- Brings additional entrepreneurial mind and skill-sets to the DPR.
- Aligns DPR and new support organization's strategic initiatives and projects annually.



Colusa-Sacramento River State Recreation Area



Strategic Goal 4: Create Meaningful Connections and Relevancy to People
Led by the Relevancy Committee

**Enhance and Develop Outreach Services to Underserved Communities/
Community Liaison Project**

The Relevancy Committee initiated the Community Liaison Project, which is a state-of-the-art outreach and engagement model that reflects best practices and leverages robust, strategic partnerships. This project facilitates direct contact with the target audience through park promotores and community outreach workers.

The project is being piloted at Los Angeles State Historic Park and Candlestick Point State Recreation Area where California Department of Parks and Recreation staff work directly with the promotores to design and implement culturally relevant programming that meets the diverse needs and characteristics of the community.

Benefits

Establishes trust and effective partnerships that ultimately will result in long-term park stewardship, making parks relevant to a much broader audience.





El Presidio de Santa Barbara State Historic Park

**Enhance and Develop Outreach Services to Underserved Communities/
History and Relevancy Project**

This project established a collaborative partnership between the California Department of Parks and Recreation and the Universities of California Riverside and Santa Barbara to jointly develop, test and model open-ended and relevant interpretation from multiple perspectives for 21st Century Interpretation at two state historic parks – California Citrus and El Presidio de Santa Barbara. The public history programs at the universities are nationally renowned.

Benefits

- Highlights the relevancy of history to the present by focusing on “Migrations and Immigrations”.
- Transforms state historic park sites and interpretive programming into dynamic venues.
- Implements the most current academic standards of historical scholarship and interpretation.
- Addresses methods and media to make park interpretation as accurate, culturally relevant and inclusive to all Californians as possible.
- Creates opportunities for civic dialogue and engagement.

State Park Cabin Project

Expands and enhances access to parks to a broader range of park users, creating new opportunities to use cabins throughout the state park system. In the spring of 2014, the DPR invested approximately \$300,000 to conduct a statewide survey for potential cabin locations. This survey resulted in the potential citing of 750 cabins at 84 locations in 51 state parks. Since this time, the California Department of Parks and Recreation has implemented cabin projects at Jedediah Smith Redwoods State Park, Prairie Creek Redwoods State Park and Patrick's Point State Park.

Benefits

- Generates meaningful connections and relevancy to people by expanding and enhancing access for a broader range of park users.
- Creates new opportunity to use cabins to promote state parks on a statewide and national level.



Google Trekker

Thanks to a partnership between the California Department of Parks and Recreation and Google Maps, people from anywhere in the world can now visit many of California's iconic state parks on a computer, tablet or smartphone. A total of 110 state park destinations have been filmed using Google Trekker, a backpack-mounted camera that provides 360-degree footage. Google will continue to expand this partnership by capturing historic sites such as Hearst Castle and off-highway vehicle recreation units.

Benefits

- Enables people who would otherwise not be able to access park locations to experience the park virtually.
- Encourages the public to visit state parks in person, while providing a wealth of information about what to expect and how to prepare for a visit.
- Improves park site mapping, modernizing and enhancing a visitor's experience through technology.



Hungry Valley State Vehicular Recreation Area

California Department of Parks and Recreation Mobile Application

This project consists of providing the public with a simple, uniform interface to help users find desired basic information about state park units and their unique features, such as driving directions, parking, trails, camping sites, facilities and fees, hazard alerts, weather information and road closures. The application would also enable connectivity with social media platforms such as Facebook, Twitter and Instagram. Certain content would be available in offline mode as well, particularly facility descriptions and maps.

Benefits

- Easily provides high quality, current information to the public about California's state parks.
- Establishes the California Department of Parks and Recreation as the curator of authoritative, accurate state park data.



Next Two Years

*Continued Positive
Change*

Next Two Years

As the California Department of Parks and Recreation (DPR) concludes its two-year Transformation effort, the effort to continually make improvements will not end. The Transformation Team will be blending back into departmental work groups. Transformation will be part of the department's DNA.

As noted in the "Progress Highlights" and "Transformation Initiatives and Projects" sections of this report, there are projects that will continue to provide positive change for the DPR. Positive change is not only needed, but it is critical for the future of the department. The February 2015 Parks Forward's *Vision for California State Parks* report stated, "...implementation of the highest priority ...is key to setting a course for achieving the 2025 Park Vision, a sustained implementation effort through 2025 will be just as critical."

The initiatives completed over the last two years have already had a resounding positive effect on the DPR and its staff. The department has been steadfast in its commitment to the initiatives to strengthen the state park system—including the new fiscal systems put in place. All park districts now receive their budget allocations by July 1, it now takes only a couple of days for field revenue information to be recorded in headquarters, the new budget tool allows better tracking of the department's budget, and service based budgeting is allowing the DPR to better understand how to invest resources in programs and parks.

These collective tools and the dedication to them have been important to prepare the state park system and our programs for the additional investment granted to the DPR through Senate Bill 1. This bill, authored by Senator Jim Beall and signed into law by Governor Edmund G. Brown on April 28, 2017, vested in DPR a new fiscal responsibility by providing funding to be used for the state park system, including off-highway vehicle and boating programs. The Governor's 2017-18 May Revision to the California Budget includes the initial investment of these new resources. The Governor's 2018-19 California Budget will include a more comprehensive spending plan informed by these new fiscal systems now in place through this effort.

DPR is well positioned to move into the next two years with dedicated precision and focus. It will continue to achieve structural and cultural improvements to enhance the work set forth by the Transformation Team. Over the next two years, the DPR will carry out the following important actions:

Seek a diverse leadership team that draws from broad skill sets across disciplines to lead the state park system.

- DPR leaders will seek talent and creative ideas from inside and outside the state park system. The department will break through the many barriers to bringing in new talent in all levels of the organization. This will be accomplished by creating career paths that foster leadership, a focused recruitment effort for top leadership positions and streamlined hiring practices.

Have a better understanding of resources through strengthened data collection, enabling a strategic focus on efforts and resources that advance its mission.

- The full implementation of service-based budgeting and other fiscal management tools will allow the DPR to have solid fiscal decision-making processes, respond to the needs of visitors and communicate with partners in a meaningful way.
- The department will develop a fully integrated recreation sales and revenue tracking system to capitalize on the implementation of the new online reservation system.

Thoughtfully and strategically engage in the power of partnerships, philanthropy and volunteerism on a larger scale.

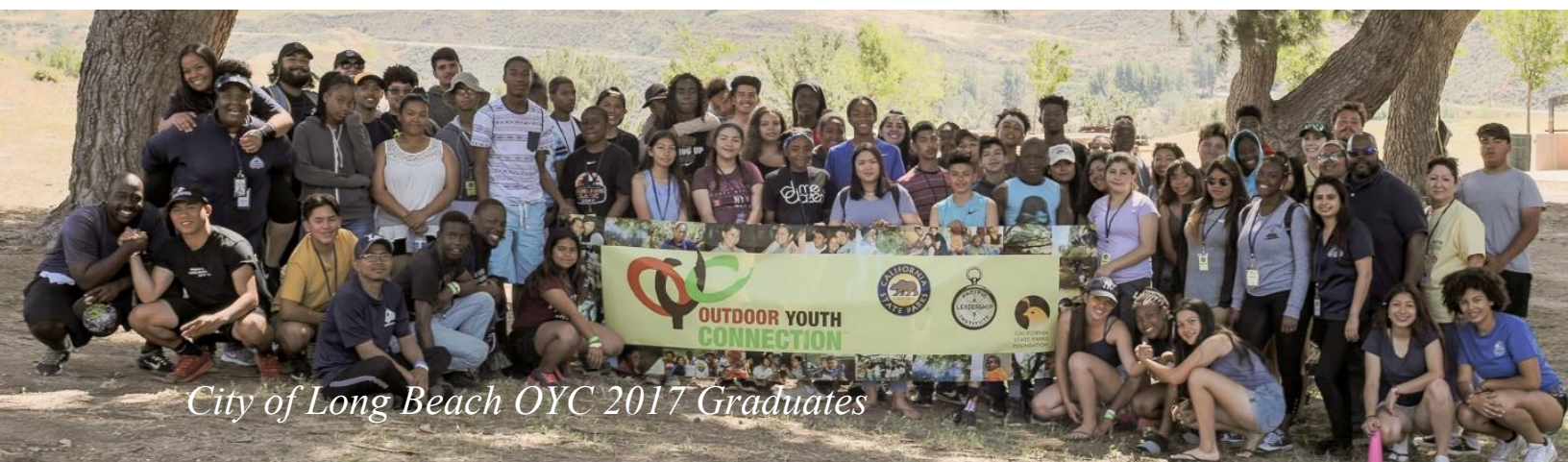
- The Office of Partnerships, which acts as DPR's concierge of partnership services, is leading the creation of a new model of partnerships. Partner organizations have a seat at the table and will continue help the department craft this new model.
- Through the new authority granted by SB 1111 (Pavley), the DPR will embark on a new relationship with a non-profit parks support organization. This effort will establish a strategic partnership to support the work of the DPR by bringing new resources, expertise and flexibility to advance the goals of the Transformation effort.

Have more connections with a broader, more diverse group of people.

- DPR will provide opportunities to carry on the Community Liaison and History and Relevancy projects to foster direct connections with communities and transform state historic parks and interpretive programming into dynamic venues.
- DPR will modernize its organizational structure into a dynamic, service-driven headquarters and field organization. The new structure will eliminate barriers to delivering high quality services to our visitors.

Moving Forward - These continued implementation strategies will be governed and tracked by DPR's executive staff. Through all managers and supervisors, to rank and file staff, continued transformation tangible steps will be incrementally ingrained into the culture of the department as it incorporates the Transformation Plan into daily actions.

Thank you for being part of the Transformation effort. It is the first step in a long journey of positive, continuous improvement for the California Department of Parks and Recreation.



*Watts Towers of Simon Rodia
State Historic Park*

Transformation Initiatives & Projects

Monumental Positive Change

Transformation Initiatives & Projects

The tables found in the following pages highlight the progress made on key Transformation initiatives and projects. As initiatives were completed, they were converted into projects and implemented on a flow basis. Some of them are in progress, so will therefore become action items for workgroups and for the new Strategic Planning and Recreation Services Division. The projects are organized under the strategic goals outlined in the [Transformation Action Plan](#).

Strategic Goal 1: Protect and Enhance Natural and Cultural Resources

The mission of California Department of Parks and Recreation includes the protection and preservation of California's most significant cultural and natural resources. By engaging and collaborating with other leaders in this field, the department will identify and advance pilot projects that demonstrate best practices and develop programs and systems that support first in class preservation and conservation of natural and cultural resources. Also, these projects will propel a renewed investment in, and improved decision-making regarding the stewardship of the globally significant resources of the state park system.

Strategic Goal 2: Develop Excellent Management Systems

With improved, modern management systems, the California Department of Parks and Recreation can attract and develop a wider range of talent. The department also needs budget and financial management system improvements to help identify priorities, track expenditures against those priorities, and make adjustments as necessary to better serve our visitors.

Strategic Goal 3: Maintain High Quality Operations and Public Service

Managing the finances of California Department of Parks and Recreation with a service-based budgeting approach and modern, improved techniques and technology will allow it to better understand how fiscal resources are allocated and spent across the state. Expenditures will be tracked by key functions such as the protection of natural resources, maintenance, interpretation, etc. This greater level of detail will allow for more informed resource allocation discussions in the future.

Strategic Goal 4: Create Meaningful Connection and Relevancy to People

To thrive, the California Department of Parks and Recreation must engage a broader base of park visitors and build a strong coalition of park users from across California. The department will identify new projects and programs to increase active participation of all Californians in state parks and expand our most relevant existing programs.

Strategic Goal 1: Protect and Enhance Natural and Cultural Resources

The mission of California Department of Parks and Recreation (DPR) includes the protection and preservation of California's most significant cultural and natural resources. By engaging and collaborating with other leaders in this field, the department will identify and advance pilot projects that demonstrate best practices and develop programs and systems that support first in class preservation and conservation of natural and cultural resources. Also, these projects will propel a renewed investment in, and improved decision-making regarding the stewardship of the globally significant resources of the state park system.

Initiative/Project	Background	Progress-to-Date	Next Six Months (<i>Projected</i>)
<p>1: Crystal Cove Project</p> <p><i>Led by Natural Resources Committee</i></p>	<p>The Natural and Cultural Resources Committee's efforts have led to a cooperative partnership with Irvine Ranch Conservancy, working with the county of Orange and the city of Irvine, to develop and implement a resource management plan at Crystal Cove State Park.</p> <p>Plan implementation includes a joint natural resources stewardship operations program that includes restoration and management of the globally rare coastal sage scrub and other significant habitats.</p> <p>Over a period of five years, this two-phased pilot project will expand the range of options and efficiencies for natural resource stewardship elements of park operations.</p>	<p>Established a partnership between DPR's Orange Coast District and the Irvine Ranch Conservancy to develop a Natural Resources Management Plan (NRMP) for Crystal Cove State Park. Draft outline/contents of the plan have been developed at the district level.</p> <p>Drafted operating plan and co-management agreement have been prepared to memorialize the partnership.</p> <p>Public agency and private entity fundraising continues to support the activities in phase 1.</p>	<p>Develop an NRMP for Crystal Cove State Park.</p> <p>After the NRMP is developed, a Management Operations Plan will be developed that will identify roles and responsibilities for implementing the Natural Resources Management Plan.</p> <p>Execute an operating/co-management agreement.</p>

Initiative/Project	Background	Progress-to-Date	Next Six Months (<i>Projected</i>)
<p>1. Redwoods Project</p> <p><i>Led by Natural Resources Committee</i></p>	<p>Project will unite complementary skills of partners that share the goal of protecting and restoring the redwood landscape.</p> <p>Through a focus on partnership-based, landscape-scale restoration actions, this project seeks to significantly scale up restoration in acreages of second-growth redwood forests in key watersheds.</p> <p>Such restoration is seen as imperative to ensure sustainability in an era of climate change.</p>	<p>Developed and convened a Coast Redwood Restoration Council of key partners - National Park Service (NPS), DPR and the Save the Redwoods League (League).</p> <p>The League is leading the project as the initial project manager from the core group. It is the focal point of the effort and is playing a leading role in developing a communications strategy, developing governance instruments and guiding the partnership.</p> <p>Two Forestry Fellows have been hired by the League to work side-by-side with managers from the NPS and DPR to compile plans and assist partners in identifying restoration planning steps.</p>	<p>Initiate near-term collaborative pilot projects, including planning in Lower Prairie Creek and Mill Creek watershed restoration. Specific components include data collection and analysis, shared staff, and shared resources to facilitate restoration efforts.</p> <p>Establish an Integrated Advisory Committee to coordinate redwood restoration activities.</p> <p>Develop a draft vision, restoration elements and content document that form the basis of the Restoration Strategy, including budget and governance recommendations.</p>

Initiative/Project	Background	Progress-to-Date	Next Six Months (<i>Projected</i>)
<p>1. Bodie State Historic Park 3-D Project</p> <p><i>Led by Cultural Resources Committee</i></p>	<p>Project uses the cutting-edge digital documentation work done at Bodie State Historic Park, such as 3D digital mapping and models, to develop interactive online materials that provide rich narrative histories of the site and its people. This would enable visitors to engage with the historical elements and stories as they virtually work through the site. This project includes a partnership with UC Merced to co-create the digital materials for Bodie and then replicate the process at other key historical sites.</p>	<p>Completed digital documentation work at Bodie State Historic Park.</p>	<p>Following the public testing and survey phase in fall 2017, the next steps for development and improvements will be established and addressed based on available funding.</p>

Initiative/Project	Background	Progress-to-Date	Next Six Months (<i>Projected</i>)
<p>1. Adaptive Reuse of Historic Properties</p> <p><i>Led by Cultural Resources Committee</i></p>	<p>Proposed program will develop guidelines and standards for the improved preservation, maintenance and use of historic properties.</p> <p>The program will lay out a clear policy and consistent process for staff to engage with stakeholders and partners in identifying appropriate and sustainable long-term uses for these resources while adhering to the Secretary of Interior's Standards for the Treatment of Historic Properties (36 CFR Part 68).</p> <p>The work is running concurrent with the development of the new Parks Cultural Resource Database relational database funded by Cultural Resource Management Program, and the identification of adaptive use options for historic properties from State Park General Plan Data.</p>	<p>Determined the best way to track building numbers through Facility Index Number.</p> <p>Gathered data from databases and Post WWII Survey.</p> <p>Reconciled data, sorted by Facility Index Number, and removed obvious duplicates.</p> <p>Ran reports on Unit Data File and Historic Structure Reports and Scope of Collections Statements.</p>	<p>Analyze best practices from several case studies and formulate draft and final adaptive use program guidelines and standards.</p>

Strategic Goal 2: Develop Excellent Management Systems

With improved, modern management systems, the California Department of Parks and Recreation (DPR) can attract and develop a wider range of talent. The department also needs budget and financial management system improvements to help identify priorities, track expenditures against those priorities, and make adjustments as necessary to better serve our visitors.

Initiative/Project	Background	Progress-to-Date	Next Six Months (<i>Projected</i>)
<p>2. Parks Leadership Development Program</p> <p><i>Led by Human Resources Committee</i></p>	<p>DPR needs a program to develop future leaders due to attrition and insufficient workforce development activities.</p>	<p>Convened DPR subject matter experts to understand leadership needs.</p> <p>Implemented leadership and succession planning survey for supervisors and managers.</p> <p>Contracted with California State University of Sacramento to create a leadership development program emphasizing soft and technical skills.</p> <p>Launched pilot program.</p> <p>Graduated first class from pilot program (May 2017).</p>	<p>Evaluate pilot program and refine for the next leadership development cohort in late summer.</p>

Initiative/Project	Background	Progress-to-Date	Next Six Months (<i>Projected</i>)
<p>2: Streamlining Staff-Hiring Process</p> <p><i>Led by Human Resources Committee</i></p>	<p>Identify opportunities for improvements in the hiring process that allow for more nimbleness, while still meeting important state hiring requirements.</p> <p>Eliminates complexity by deleting 20 percent of the steps in the hiring process.</p> <p>Reduces total time for filling positions.</p> <p>Uses automation to reduce preparation, processing, staff training time and human error.</p>	<p>Launched hiring workbook and standardized common duty statements.</p> <p>Transitioned to electronic workbook transfer for headquarters processing.</p> <p>Procured workforce management software to automate hiring workflow and other human resources processes.</p> <p>Created online exams for priority positions.</p>	<p>Implement hiring automation software (KRONOS).</p> <p>Create additional online exams.</p>
<p>2: KRONOS</p> <p><i>Led by Human Resources Committee</i></p>	<p>Taking the hiring workbook to the next level by creating online platform for document preparation and transfer.</p> <p>Expanding digital improvements in other human resources processes such as timekeeping and scheduling.</p>	<p>Completed initial assessments and project planning.</p> <p>Configured and built software solution.</p> <p>Testing, training and verification completed.</p>	<p>Statewide implementation and rollout of hiring solution.</p> <p>Build, test and deploy timekeeping solution.</p>

Initiatives/Projects	Background	Progress-to-Date	Next Six Months (<i>Projected</i>)
<p>2: New Reservation System - Recreation and Reservations and Sales Service (R2S2)</p> <p><i>Led by Modernization Committee</i></p>	<p>Identified a qualified service provider to develop a modern, integrated reservation system to replace an existing system.</p> <p>The new system, <i>ReserveCalifornia</i>, will go live on August 1, 2017.</p> <p>A variety of features will be phased in between the live date and March 1, 2018.</p> <p><i>ReserveCalifornia</i> will improve overall customer services, increase the speed of transactions, create more open access to data and improve staff operations.</p>	<p>Completed the bidding process and awarded contract to Xerox (known now as Conduent).</p> <p>Developed an initial planning process.</p> <p>Held initial meeting with Xerox Project planning phase launched in May.</p> <p>Testing & implementation plan complete.</p> <p>Established training plan with materials.</p> <p>Publicly announced the new system. Other features will be messaged to the public as features are finalized.</p>	<p>Prepare the new system for the August 1 launch date.</p>

Initiative/Project	Background	Progress-to-Date	Next Six Months (Projected)
<p>2. Broad Pathways to Leadership</p> <p><i>Led by Human Resources and Operations committees</i></p>	<p>Project enables the DPR to build a top leadership team that is more reflective of the diverse professional teams working throughout the park system.</p> <p>The District Superintendent IV and V classifications are peace officers requiring incumbents to be or become Peace Officer Standards and Training (POST) certified, and have as their primary recruiting source the lower level SPS II and III classifications, which also are peace officers requiring POST certification.</p> <p>This requirement limits the candidate group for these positions to peace officers only or those interested in and able to become peace officers.</p>	<p>On July 26, 2016 an online examination for the District Superintendent I/II classification was released by the California Department of Human Resources.</p> <p>These District Superintendent classifications provide greater opportunity for multidisciplinary departmental advancement and outside state service candidates.</p> <p>Hired two full time District Superintendents in Santa Cruz District and North Coast Redwoods District; two managers currently serving in out-of-class assignments as District Superintendent I and II; and recruiting for four openings.</p> <p>DPR has piloted a leadership development program to train and develop future leaders.</p>	<p>DPR's Leadership Development Program will continue to be developed through continuous evaluation and monitoring.</p> <p>The department will continue to expand and focus its recruitment efforts for the District Superintendent position as more positions become available.</p>

Initiatives/Projects	Background	Progress-to-Date	Next Six Months (Projected)
<p>2: Develop a Performance Management Program</p> <p><i>Led by Human Resources Committee</i></p>	<p>DPR lacks a comprehensive performance management system.</p>	<p>Convened subject matter experts to develop performance management framework.</p> <p>Created a comprehensive performance management framework focusing on six critical components across all organizational levels.</p>	<p>Create development and implementation timeline for performance management improvements.</p> <p>Develop and implement performance management improvements on an ongoing basis based on the development timeline and interdependencies with other transformation projects. Examples include performance evaluations, recognition programs, training, career pathways and succession planning.</p>
<p>2: Budgeted Position Control</p> <p><i>Led by Budget and Allocations Committee</i></p>	<p>Develops processes and systems to allow the tracking of funding for positions.</p> <p>Allows the ability to track positions concurrently with the DPR's hiring process, which will provide increased transparency.</p> <p>Tracks and allows open positions to be reassigned, as well as tracking permanent positions and blanket positions.</p>	<p>Project is complete and has been utilized in operations.</p>	<p>N/A</p>

Initiatives/Projects	Background	Progress-to-Date	Next Six Months (<i>Projected</i>)
<p>2. Fiscal Tracking System</p> <p><i>Led by Budget and Allocations Committee</i></p>	<p>Creates an innovative platform by which field and unit staff can communicate projected expenditures in a centralized system by adjusting formulaic projections.</p> <p>This centralized system transforms the way the department projects expenditures and increases accuracy by incorporating real-time feedback from those most familiar with operations.</p>	<p>Project is complete and has been utilized in operations.</p>	<p>N/A</p>
<p>2. Develop Annual Maintenance Program</p> <p><i>Led by Operations Committee</i></p>	<p>An effort to develop, modify or update park operations based on annual maintenance tracking systems.</p> <p>At the onset of DPR's asset management tools (Maximo), only the facilities management and natural resources program areas had fully utilized it to track annual maintenance needs and their delivery.</p>	<p>Program leads in the DPR's Facilities Management, Natural Resources, Cultural Resources, and Interpretation and Education Divisions established a broad departmental consensus around needs and the identification of current data sources.</p>	<p>Division program leads will continue to develop all programmatic job-planning needs in coordination with the Maximo Program Manager.</p>

Initiatives/Projects	Background	Progress-to-Date	Next Six Months (<i>Projected</i>)
<p>2. New & Enhanced Revenue Collection through Technology</p> <p><i>Led by Modernization Committee</i></p>	<p>Enhances a district's ability to collect parking revenue by allowing the visitor to pay an hourly rate (rather than daily) by using smartphone technology.</p> <p>Visitors receive email notifications with 15-minute warnings about parking meter expiration.</p> <p>Also, visitors can add time by using the app without having to walk back to a parking lot to feed a meter.</p>	<p>Angeles District has installed 25 automatic pay machines.</p> <p>All park units are utilizing the electronic report of collections (eROC).</p> <p>Smart phones parking (Passport Parking), all machines are installed for pilot project.</p>	<p>Marketing and Business Development Office will create a reporting program from eROC for daily revenue tracking by districts.</p>
<p>2. Redevelop DPR's Training Program</p> <p><i>Led by Human Resources Committee</i></p>	<p>Initiative will return DPR's training program to a comprehensive, substantive set of training components properly aligned with departmental career paths.</p> <p>Appropriate skillsets and knowledge bases needed to serve the department's full and part-time positions will be emphasized.</p>	<p>Conducted and/or implemented competencies/ best practices analyses related to determining future departmental training needs.</p> <p>Created a rank-and-file certificate training program (non-technical).</p>	<p>Establish a sustainable e-learning program.</p> <p>Conduct a needs analysis/ feasibility study related to a new learning content management system.</p>

Initiatives/Projects	Background	Progress-to-Date	Next Six Months (<i>Projected</i>)
<p>2. Develop a New Marketing Program</p> <p><i>Led by Planning and Innovation Committee</i></p>	<p>A framework for a marketing program is essential to unify existing DPR marketing efforts in order to improve message delivery throughout the state.</p> <p>The implementation of strategies and tools may not be achieved by all park units, but those used will provide an enhanced degree of consistency, quality and content based on the target audiences they intend to attract.</p>	<p>Completed the development of a marketing framework.</p>	<p>Determine level of implementation of marketing plan.</p>

Strategic Goal 3: Maintain High Quality Operations and Public Service

Managing the finances of the California Department of Parks and Recreation (DPR) with a service-based budgeting approach and modern, improved techniques and technology will allow it to better understand how fiscal resources are allocated and spent across the state. Expenditures will be tracked by key functions such as the protection of natural resources, maintenance, interpretation, etc. This greater level of detail will allow for more informed resource allocation discussions in the future.

Initiatives/Projects	Background	Progress-to-Date	Next Six Months (Projected)
<p>3: Partnerships – New Policies/Procedures and Management Structure that Fosters Positive Relationship with New and Existing Partners</p> <p><i>Led by Partnerships Committee</i></p>	<p>Enhancing and expanding partnerships enables the engagement of competencies, expertise, and resources – complementing those within the DPR -- to improve management of cultural and natural resources; enhance the experience of, and to better serve visitors; and to help connect the value of state parks to all people.</p>	<p>Findings and Recommendations of the Partnerships Committee.</p> <p>Partnerships Toolkit.</p>	<p>Draft new Department Operations Manual (DOM) Chapter regarding Partnerships policies.</p> <p>User Manual will be developed by the Partnerships Office.</p>

Initiative/Project	Background	Progress-to-Date	Next Six Months (Projected)
<p>3. Optimize Organizational Structure Model</p> <p><i>Led by Operations Committee</i></p>	<p>The committee comprised of Transformation Team members and other key DPR leaders, met regularly to review the organizational structure of the DPR and identify the functions needed to develop a service-driven headquarters and field organization and help to identify barriers to better delivering services. They also sought feedback from these leaders on what the future state headquarters organization should look like.</p> <p>From July through September 2016, DPR's Director along with key staff conducted engagement meetings with headquarters and field staff, and the general public to discuss and develop ways to update the organization of the department. The public engagement meetings were held in different geographic regions across the state in order to foster statewide participation.</p>	<p>Defined strategic goals and scope of the assessment to clarify the priorities and the level of change to be considered.</p> <p>Established organizational design principles and management practices defining the conditions necessary to meet DPR's mission-based goals and professional standards.</p> <p>Reviewed organizational structure and identified opportunities to eliminate duplicative services, realign divisions and programs to better support field operations, consolidate some field districts, flatten field management structures, and establish career paths to leadership for a broad range professional backgrounds.</p> <p>Reviewed organizational structures of local, state and national park entities to identify leading practices and viable alternatives currently in use.</p>	<p>Informed by the work of the Transformation Team, the DPR will continue to work with staff and stakeholders as it develops a new organizational model.</p> <p>The resulting organizational structure will be detailed in an operational transition plan report, which is a standard report developed by state departments to outline how it will move forward from the current organization structure to a new model.</p>

Initiatives/Projects	Background	Progress-to-Date	Next Six Months (<i>Projected</i>)
<p>3: Align and Streamline General Planning Process</p> <p><i>Led by Planning and Innovation Committee</i></p>	<p>Current process for general plans requires long timeframes and the commitment of significant department resources for development, review, approval and public engagement.</p> <p>In recent years, several attempts have been made to streamline the process. Most recently, the Legislature has been provided with new authorities and requirements to improve the planning process.</p>	<p>SB 204 (Pavley, 2015) authorized the DPR to proceed with certain kinds of development without a general plan process, if it is consistent with the classification of the unit.</p> <p>AB 2549 (2016) requires the DPR to provide the Legislature with recommendations for improving the state park planning and approval process by Jan. 1, 2018.</p>	<p>Spring 2017: Drafts of corner stone deliverables will be developed.</p> <p>Summer 2017: Initial drafts will be submitted for review and discussion to key DPR advisors and with a California State Park and Recreation Commissioner.</p> <p>Fall 2017: Deliverables are expected to be finalized.</p>
<p>3: Outside Support Organization</p> <p><i>Led by Partnerships Committee and Resources Legacy Fund (RLF)</i></p>	<p>SB 1111, approved in 2016, authorizes the DPR to enter into a strategic partnership with a non-profit park support organization to provide operational, financial and strategic support for the department. This partnership would leverage new entrepreneurial resources for mission advancement.</p>	<p>The Potrero Group worked with DPR's leadership team, staff, partners and stakeholders to develop a feasibility study for this project.</p> <p>Completed feasibility study.</p>	<p>If the project is ultimately deemed feasible, a business plan will be developed.</p>

Initiatives/Projects	Background	Progress-to-Date	Next Six Months (Projected)
<p>3: Service-Based Budgeting (SBB)</p> <p><i>Led by Budget and Allocations Committee</i></p>	<p>Historically, the DPR's budgeting efforts have not been able to tell the department's story in financial terms to convey the labor hours necessary to deliver programs and services.</p> <p>This initiative focused on transforming the budget management system of the DPR into a mechanism that will determine the level of service parks can provide at varying levels of funding and assist in setting program priorities.</p>	<p>Assembled project committee and hired consultant to develop new SBB model.</p> <p>Recruited subject matter experts to develop budget matrices for data collection.</p> <p>Developed list of programs and tasks necessary to accomplish mission.</p> <p>Tested budgeting system and validated data inputs.</p> <p>Transferred data and budget model to departmental workgroup to refine and continue implementation.</p>	<p>Initial project completed, transitioning to refinement and the development of the new budget management system.</p> <p>All districts will prepare a five-year work force plan using current SBB data.</p>

Initiatives/Projects	Background	Progress-to-Date	Next Six Months (Projected)
<p>3: Updating Photographic Procedures</p> <p><i>Led by Cultural Resources Committee</i></p>	<p>Project provides a model for the modernization of departmental media use rights and procedures that are out of date and fail to respond to the current needs of both the public and multiple divisions within the department.</p>	<p>Workgroup was formed.</p>	<p>A comprehensive assessment of current practices and procedures involving archiving, cataloging and fee structures associated with the photo archives.</p>
<p>3: Automated Sign Ordering</p> <p><i>Led by Modernization Committee</i></p>	<p>Project addresses backlog and inefficiencies in the DPR's standard/regulatory sign ordering process.</p> <p>The project assists field staff in ordering necessary signs in a timely fashion.</p> <p>The sign ordering handbook, forms and requests could be available electronically instead of through postal service or fax.</p>	<p>Project is complete.</p>	<p>Project will be evaluated occasionally to ensure delivery of services.</p>

Initiatives/Projects	Background	Progress-to-Date	Next Six Months (Projected)
<p>3. Digital Asset Management (DAMS)</p> <p><i>Led by Modernization Committee</i></p>	<p>The Digital Asset Management will identify and analyze outdated technologies that can be upgraded to the best systems available – e.g. research, analyze and identify archaic administrative policies, procedures, guidelines and practices and recommend specific changes to modernize and unify systems.</p>	<p>Phase I of the DAMS project is complete and provided an analysis of the current state of the DPR’s digital assets.</p> <p>Developed a roadmap for implementing a modern DAMS platform.</p>	<p>Complete pilot tests.</p> <p>Implement the Phase II - Pilot Lessons Learned – throughout DPR.</p> <p>Authoring of the scope, schedule and state estimate a DAMS procurement document and submittal for Phase II approval.</p>
<p>3. Electronic Signature</p> <p><i>Led by Modernization Committee</i></p>	<p>Initiative researches, analyzes and identifies archaic administrative policies, procedures, guidelines and practices, and recommends specific changes to modernize and unify systems.</p> <p>Also, the initiative will “streamline the flow of business information throughout statewide operations” which is one of the initiative benefits listed in the Transformation Action Plan.</p>	<p>Initiating a pilot for the DocuSign process.</p>	<p>Evaluate pilot of the DPR’s forms for Natural Resources Division and Park Operations.</p> <p>Create a process, policies and procedures to enable proper use of this technology.</p>

Strategic Goal 4: Create Meaningful Connection and Relevancy to People

To thrive, the state parks system must engage a broader base of park visitors and build a strong coalition of park users from across California. The California Department of Parks and Recreation (DPR) will identify new projects and programs to increase active participation of all Californians in state parks and expand our most relevant existing programs.

Initiative/Project	Background	Progress-to-Date	Next Six Months (<i>Projected</i>)
<p>4: Enhance and Develop Outreach Services to Underserved Communities: Community Liaison Pilot Project</p> <p><i>Led by Relevancy Committee</i></p>	<p>DPR is piloting a community liaison project, aimed at establishing connections between state parks and urban communities at Los Angeles State Historic Park (LASHP) and Candlestick Point State Recreation Area (Candlestick).</p> <p>Project advances the development and implementation of an innovative outreach and engagement model and sets the framework for developing culturally relevant and language accessible parks content.</p> <p>The project enhances connectivity with under-represented populations.</p>	<p><i>LASHP:</i></p> <ul style="list-style-type: none"> • Established contract w/ Mountains Recreation and Conservation Authority for project implementation. • Defined and mapped three communities surrounding LASHP: Solano Canyon, Chinatown and William Mead Housing. • Developed curriculum & conducted “Promotore” training with “Vision Y Compromiso”. • Hired two promotores. • Conducted community listening sessions. <p><i>Candlestick:</i> Contracted with UCLA Team for evaluation model and process. LASHP Community Liaison Team is working with Candlestick to establish processes and share work plans.</p>	<p><i>LASHP:</i></p> <ul style="list-style-type: none"> • Develop and implement monthly educational/interpretive programs. • Develop and implement community partner quarterly events. • Conduct and analyze evaluation. <p>Some of the deliverables for <i>Candlestick</i> include:</p> <ul style="list-style-type: none"> • Complete mapping of target communities. • Conduct “Promotore” training. • Hire promotores. • Conduct listening sessions. • Develop/implement monthly educational/interpretive programs and events. • Ongoing research and engagement with community representatives. • Develop and present temporary exhibits and public dialogue/programs. • Produce soundscapes and audio-video compilations.

Initiative/Project	Background	Progress-to-Date	Next Six Months (<i>Projected</i>)
<p>4. Enhance and Develop Outreach Services to Underserved Communities: History and Relevancy Project</p> <p><i>Led by Relevancy Committee</i></p>	<p>Project takes a three-pronged approach to enhance interpretive practices and the relevancy of California's state parks to today's students and stakeholders, residents and visitors, and especially our most underserved and under-represented community members & stakeholders, resident members.</p> <p>A pilot project is being conducted at two parks:</p> <ul style="list-style-type: none"> • Cal Citrus State Historic Park, partnering with UC Riverside • El Presidio de Santa Barbara, partnering with UC Santa Barbara 	<p>Interpreters at both sites are working with professors and interns to conduct research, identify public programs and interpretative approaches currently employed, planned and envisioned for the future that will enhance relevancy to broader audiences.</p> <p>Met with community groups, organizations and individuals to discuss needs and interests.</p> <p>Collaborating with creative professionals, and other scholars and students, to model alternative approaches to research, documentation and presentation in three arenas: sound, film and cartography.</p>	<p>Ongoing research and meeting and engagement with community representatives.</p> <p>Develop and present temporary exhibits and public dialogue/ programs.</p> <p>Produce soundscapes and audio-video compilations that contribute to our understanding of California history through the theme of migration and immigration through the first-hand stories and music of local participants and time-lapsed environmental recordings.</p> <p>Ongoing documentation of pilot project activities to assist with overall analysis for goal of creating scalable programming that could be applied to other state park units.</p>

Initiatives/Projects	Background	Progress-to-Date	Next Six Months (<i>Projected</i>)
<p>4: State Park Cabin Project</p> <p><i>Led Relevancy Committee</i></p>	<p>Through the Parks Forward collaborative, Cal Poly Pomona developed an innovative college based curriculum for modern cabin designs.</p> <p>In spring 2014, the DPR invested approximately \$300K to conduct a statewide survey for potential cabin locations.</p> <p>This survey resulted in the potential citing of 750 cabins at 84 locations in 51 state parks.</p>	<p>Cabins were installed and are in use at Jedediah Smith Redwoods, Prairie Creek Redwoods Patrick's Point and Big Sur.</p> <p>Completed site selection, identified infrastructure improvements and began environmental compliance process for cabins at Calaveras Big Trees State Park.</p>	<p>13 cabins are planned for Angel Island State Park. Concessions contract needs to be approved and awarded through the Request for Proposal process.</p> <p>Complete design phase at Calaveras Big Trees.</p>
<p>4: Google Trekker Expansion</p> <p><i>Led by Project Team</i></p>	<p>In September 2015, Google Trekker collaborated with the DPR to capture state park destinations.</p> <p>A partnership agreement was implemented with Google, to conduct the filming. Google representatives worked with each district individually to ensure that filming was conducted in accordance with park rules and regulations.</p>	<p>110 state park units have been captured so far.</p> <p>Images can be found on DPR's website.</p>	<p>Google will continue to expand the partnership by capturing historic sites such as Hearst Castle and off-highway vehicle units.</p>

Initiatives/Projects	Background	Progress-to-Date	Next Six Months (<i>Projected</i>)
<p>4: Park Pass Reformation</p> <p><i>Led by Modernization Committee</i></p>	<p>Initiated a review of DPR's existing 12 annual and discounted state park passes to understand the value of each related to target demographics, as well as an evaluation of systems to track park pass performance and revenue potential. Improvements may involve policy and statute changes to bring consistency to the program, and technological innovations to enhance security and accessibility.</p>	<p>Conducted analysis of pass program challenges and opportunities for improvement.</p>	<p>Create survey to gain better understanding of pass issues affecting the field.</p> <p>Create recommendations to improve park pass program.</p> <p>Develop and implement metrics to evaluate future pass program.</p>
<p>4: Mobile Application Development</p> <p><i>Led by Partnerships Committee</i></p>	<p>Implementation of this app would bring to fruition many years of conceptual development of a simple, sustainable way to share vital park information with visitors and staff, and to establish DPR's position as the curator of authoritative, accurate state park data.</p>	<p>Conducted initial meetings to define technical and content issues, and to determine project partners, funding sources and payment instruments.</p>	<p>Upon approval, discussion of design options and content elements will be initiated.</p> <p>The initial list of four to six parks for the pilot project will be finalized.</p>
<p>4: Department Intranet Update</p> <p><i>Led by Project Team</i></p>	<p>Improve the DPR's Intranet. Goal is to provide department staff with a user-friendly communication platform to access current and relevant information on the department. Web content managers will be identified and training will be provided.</p>	<p>Completed department staff survey for feedback on Intranet.</p>	<p>Review survey and assess next steps.</p>

Initiatives/Projects	Background	Progress-to-Date	Next Six Months (<i>Projected</i>)
<p>4: Expansion of Wi-Fi Access</p> <p><i>Led by Project Team</i></p>	<p>As the DPR looks to interacting with visitors in a more modern way, establishing a Wi-Fi platform throughout the state park system is a priority.</p> <p>This important platform will improve staff operations in the field and the visitor experience.</p> <p>Wi-Fi will also help the department update its internal systems.</p>	<p>Completed initial statewide inventory of parks with Wi-Fi capability.</p> <p>91 parks have Wi-Fi capabilities, testing and verification in progress to determine service level.</p>	<p>Continue testing and verification of park unit Wi-Fi service levels.</p> <p>Evaluate opportunities to provide dedicated Wi-Fi service with high-bandwidth capability such as streaming video in heavily used areas of park units.</p>
<p>4: Study Regional Park Programs that Emphasize Healthy Lifestyles</p> <p><i>Led by Relevancy Committee</i></p>	<p>The International Initiative “Healthy Parks Healthy People”, founded by Parks Victoria (Australia), was found to be the predominant effort.</p> <p>The National Park Service and East Bay Regional Parks are examples of park organizations that have embraced the initiative and have created programs that support it.</p>	<p>Initiated effort to research existing strategies that promote parks as places for healthy living.</p>	<p>Form committee to research and develop a scope of work.</p>

Participants Contributing to the Transformation Effort

More than 500 contributors, representing more than 100 organizations, worked directly on transforming the California Department of Parks and Recreation, and we endeavored to list them all. To everyone, the Transformation Team acknowledges and appreciates your support with this important and significant process.

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- **Helman, Paul** – Docent, CA State Railroad Museum
- **Hodder, Sam** – President and CEO, Save the Redwoods League
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- **Harrison, Jack** – California Parks Hospitality Association
- **Helling, Harry** – Former Executive Director, Crystal Cove Alliance
- **Helman, Paul** – Docent, California State Railroad Museum
- **Justice, Cleveland** --- Potrero Group
- **Murray, Ray** - Chief of Partnerships, National Park Service Pacific Northwest Region
- **Resources Legacy Fund**
- **Robles, Sergio** – UC Riverside Intern, Bachelor of Arts in Political Science
- **Shock, Nancy** – Foundation Coordinator, National Parks Service
- **Smeck, Woody** – Acting Superintendent, Yosemite National Park, National Park Service
- **Sonoma County Board of Supervisors**
- **Sonoma County Regional Parks**
- **Verardo-Torres, Traci** – TVT Consulting
- **Willard, Charlie** – California State Parks California Department of Parks and Recreation (ret.)
- **Xerox, USe Direct, Natoma Technologies, KRONOS:**
 - Aguilio, Rudy
 - Brandon-Johnson, Michael
 - Christian, Bonnie
 - deBarrena-Sarobe, Shannon
 - Fitzgerald, Brian
 - Garcia, Rey
 - Monga, Shilpy
 - Quarry, Patrick
 - Thomas, Judith
 - Thompson, Hilary
 - Van Duzer, Merilee
 - Walton, Sarah
 - Woods, Brian