Transformation Effort -- INITIATIVES   October 2016

California Department of Parks and Recreation

* New items are marked with a red asterik - Updates are highlighted in red   **www.parks.ca.gov/TransformationTeam**

Committee/Initiative		Initiative Description	Initiative Deliverable (what this initiative will produce)	Estimated Date of Completion
Initiative	*Initiative Subset*			
Budget and Allocations of Resources				
Service-Based Budgeting Program				
Allocations Process Strengthened		Allocations for all funds provided by July 1 -- allowing managers to make better informed budget decisions and more effectively manage their resources.	Allocations Documents	**COMPLETE**
Execute Park Unit Function Tracking		Expenditure to be tracked at a greater level of detail, which will allow for a better understanding of current expenditures and inform resource allocations in the future.	Park Unit Function Tracking Reviewed and Evaluated for Compliance with Service-Based Budgeting (SBB)	**COMPLETE**
			Current Costs (PUF) Tables in Fiscal Tracking System (FTS) to be modified to allow Fiscal Year (FY) 2013 & 2014 to Report Program Expenditures Aligned with 10 SBB Programs	**COMPLETE**
			Notification to District Administration Staff (AO's) Regarding the Upgrades to the PUF Tables for FY 2015	**COMPLETE**
			FTS to be Modified to Add Six Remaining New SBB Program Report Categories to be Used for FY 2015	**COMPLETE**
			FTS Reports Run to Provide FY 2015 Analysis to Expenditures in Line with SBB Budget Statement	**COMPLETE**

Committee/Initiative			
Initiative *Initiative Subset*	**Initiative Description**	**Initiative Deliverable** (what this initiative will produce)	**Estimated Date of Completion**
Development of Budget Architecture	Development of consistent operational tasks, deliverable standards and primary means of implementation.	Tasks, Standards and Implementation	**COMPLETE**
Beta Test of the task-related data collection	SBB data collection system will be tested on a sufficient number of pilot parks and offices. Beta test will determine the effectiveness of the data collection process and inform the Budget and Finance Committee on how to best collect the information on a department-wide basis.	Beta Test Completed on All Pilot Parks and Offices	**COMPLETE**
SBB Application Systemwide	Apply budgeting data sets to systemwide approach.	Provide Systemwide Data for Collection	**COMPLETE**
		Analyze Data for Use in the 2017-18 Budget	**COMPLETE**
		Delivery of Statewide Data to Executive Staff for use in the 2017-18 Budget	**COMPLETE**
		Delivery of SBB Version 1 Assumption Document	**COMPLETE**
		Final SBB Version 1 Documents and Handoff	December 2016
Budget Management System			
	This initiative will consist of an improved revenue and expenditure tracking system designed to give managers complete and current financial data that will enable them to effectively allocate projected revenue and stay within budgeted expenditure limits during each fiscal year. The fiscal data provided by the improved system will allow park managers to maintain service levels in a flexible and cost-effective environment. This budget system will also allow managers to be held accountable for annual fiscal, program and service outcomes.	A New Budget Management System	July 2017

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Committee/Initiative *Initiative* *Initiative Subset*	Initiative Description	Initiative Deliverable (what this initiative will produce)	Estimated Date of Completion
Operations and Human Resources			
Establish New District Superintendent Classification			
Design and Establish New Classification	New district superintendent classification that provides greater opportunity for multidisciplinary departmental advancement and outside state service candidates.	Establish District Superintendent I & II Class	**COMPLETE**
Develop Examination for New Class	Develop an examination for the new classification.	New Exam	**COMPLETE**
	Implement the exam for the new classification.	Execute Exam	**COMPLETE**
Streamline Staff-Hiring Process			
	Evaluate, redesign, reduce barriers and digitize paper process.	Flow Chart for Process Improvement	**COMPLETE**
		Final Draft Flowchart Demo and Analysis to the Operations and Human Resources Committee	**COMPLETE**
		Final Process and Flow Patterns Published to Facilitate Automation Implementation	**COMPLETE**
	Produce list of exams	Exam List	**COMPLETE**
Review Exam Process	Evaluate and compare DPR exams with CalHR initiative to streamline exam processes and classifications.	Evaluation and Recommendation	**COMPLETE**
Establish a Leadership Program			
	Design a leadership development plan that includes a career path, in/ out-service training curriculum.	Draft Career Path and Required Training Framework	**COMPLETE**
Approved Leadership Plan	Fully-developed leadership develop plan.	Approved Plan	**COMPLETE**
*Implement Leadership Development Plan	A substantial Leadership Development Program to promote an internal leadership pipeline.	Fully Implement Program	September 2017

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Initiative	*Initiative Subset*			
Study the Existing DPR Organizational Structure; Analyze Options and Implement Beneficial Changes; and Align Position Classifications and Qualifications and Organizational Structure				
Organization Chart Design Criteria		Develop required programs, functions and principles for all levels of organization structures within DPR.	Organization Chart Architecture	**COMPLETE**
Develop Field Organization Chart Models		Based on design criteria, develop organization models for implementation at the field level.	Organizational Structure Assessment Update Document	In Progress
Develop Headquarters Organization Chart Models		Based on design criteria, develop organization models for implementation at headquarters.	Organizational Structure Assessment Update Document	In Progress
		Develop Engagement Plan for HQ and Field employees plus partners and stakeholders	Complete Engagement	**COMPLETE**
		Develop Transition Plan for reorganization	Transition Plan	*Winter 2016

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Committee/Initiative		Initiative Description	Initiative Deliverable (what this initiative will produce)	Estimated Date of Completion
Initiative	*Initiative Subset*			
Relevancy				
Enhance and Develop Outreach Services to Underserved Communities				
Develop Pilot Project for New Community Liaison		A two-year demonstration project in a culturally relevant context, providing a learning opportunity to implement outreach and engagement, education and interpretation, and recreational activity programs.	Implementation Planning	**COMPLETE**
			Project Initiation	*Ongoing
Unrecognized Promise: The Status of History and Scholarship in California State Parks (History and Relevancy Project) - *continue on next page*		UC and DPR will develop college curriculum that will allow undergraduates to begin to explore and research topics and subject matter related to their assigned state park unit. The focus will be primarily on untold themes and stories that have been lost in the master narrative of the park.	Develop Partnership with UC Riverside (UCR) and UC Santa Barbara (UCSB) History Programs and Develop Curriculum for Fall 2016 Semester	**COMPLETE**
			Engage Student Research for Curriculum Development at Both Universities	**COMPLETE**
			Hire Two DPR Staff to Oversee and Facilitate the New Programs	*October 2016
			Begin Offering Coursework at UCR and UCSB	**COMPLETE**
		Facilitate peer and public review of existing history and interpretive programs, and DPR history products by capable internal and external historians. Historians will make recommendations on current historical practices.	Recommendations to Improve/ Update Existing Programs	June 2017

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Initiative	*Initiative Subset*			
Planning and Innovation				
Develop a New Marketing System - Process Final Marketing Scope and Seek Outside Consultant Request for Quotation (RFQ) Proposal				
Develop Draft Marketing Scope and Seek Outside Consultant			Draft Scope of Work for Consultant	**COMPLETE**
		Prepare RFQ document. Send recommendations to executive staff for review/ approval.	Final RFQ Proposal	**COMPLETE**
		Develop scope of work and develop Phase I Report.	Marketing Strategy	**COMPLETE**
Partnerships				
Review Roles and Responsibilities of the Statewide Support Organizations; Review and Update Policies and Procedures that Enable Partnerships for Park Operations; and Develop Management Structure that Fosters Positive Relationship w/ New and Existing Partners				
		Create a robust partnership program.	Comprehensive Plan for a Partnerships Program/ Function	**COMPLETE**
Improve the quality and quantity of Volunteers and Docents		Review and analyze current policies, procedures and guidelines related to all DPR volunteers and docents that support all operations. Revisions will be implemented that benefit the recruitment, training, motivation, and retention of existing and future volunteers and docents.	Findings and Recommendations for the Improvement of the Quality and Quantity of Volunteers and Docents	**COMPLETE**
		Draft policy changes.	Proposed Wording of Policy Changes	October 2016

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Natural and Cultural Resources			
Increase Partnerships: Identify Research Needs and Develop Best Practices to Protect and Preserve California's Natural and Cultural Resources			
	Describe visions, programs, and best practices to protect and preserve natural and cultural resources. Critically evaluate current efforts, engage cultural and natural resources leaders/ stakeholders (e.g. agencies, non-governmental organizations, tribes, universities, etc.) from around the state to identify opportunities to improve restoration and management of California's iconic natural and cultural resources.	Report on Current Practices; Natural and Cultural Resources Advisory Workgroup	**COMPLETE**
		Vision Document; Recommendations of Practices and System Changes to Improve Management	**COMPLETE**
		Recommendations of Practices and System Changes to Improve Management and Guide Natural and Cultural Initiative Implementation	October 2016
		Launch Projects that Demonstrate Best Practices and Capitalize on Significant Conservation and Partnership Ppportunities	Ongoing (Projects)

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