




TRANSFORMING
California State Parks
By Implementing Positive Change

Transformation Progress Report

August 2016





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Message from Director

In 2014, California commemorated 150 years of its state park system. The year also marked the beginning of an effort to strengthen the California Department of Parks and Recreation (Department) through a series of initiatives supporting strategic goals, such as improving visitors' experiences and making the system more relevant to a broader and more diverse population. The effort, dubbed "Transformation", will alter policies, procedures, guidelines, and organizational structures to support an entrepreneurial, service-oriented, creative and collaborative culture within the Department.

In September 2015, the Transformation Team (Team) released its [first progress report](#). This report outlined goals for a desired future state of the state park system, a path to achieving these goals, and highlighted specific initiatives being undertaken by the Team and the Department.

As the Transformation Team approaches its eighteenth month of work, great progress has been made. This second edition of the progress report reflects an updated set of Transformation initiatives; those accomplished thus far, and those initiatives that are still underway. For example, the Department has opened up positions to candidates from broader and more diverse backgrounds so that the workforce at the California Department of Parks and Recreation more closely represents the diverse demographics of the state. The Department has also implemented 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. This means that districts not only get their budgets on time, but are involved in the allocation process months before the start of the fiscal year.

This moment in time is pivotal for the California Department of Parks and Recreation. The level of commitment by the administration, legislature and various stakeholders to make long-lasting transformative change has created a unique opportunity for all who love California's state parks. We invite you to read this report that highlights our latest progress and provide us with your feedback at transforming.parks@parks.ca.gov.

Sincerely,

Lisa Ann L. Mangat
Director

Fast Facts



Web Links

Transformation
Website

Meet the
Transformation
Team

Transformation
Advisory
Committee

Action Plan

Progress Report -
September 2015

Latest Updates
on Initiatives and
Projects

Organizational
Structure
Opportunities
Project

Transformation
Tuesday
Messaging

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, and rock climbing are some of the recreational activities enjoyed in 280 state parks organized into 22 field districts throughout the state.

Transformation Effort

- In 2015, a Transformation Team (Team) was formed to help strengthen the California Department of Parks and Recreation (Department) through a series of initiatives supporting strategic goals, such as improving visitors' experiences and making the system more relevant to a broader and more diverse population.
- The Team is 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 Transformation Team developed eight committees and 31 initiatives. As initiatives are completed, they are converted into projects and implemented on a flow basis.
- The Team is developing a "History and Hand Off" process to ensure that change momentum is not lost when the Transformation effort is completed next year on February 1. Initiatives and projects that are not fully implemented will be efficiently handed off to Department work groups to complete the implementation process.

Project Timeline



2013

- **Secretary of Natural Resources appoints 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 (Department) - [June](#).

2014

- **Department commemorates 150 years** of its state park system.
- The year 2014 marks the **beginning of a transformation** designed to lead the Department on a path of long-term sustainability.
- Guided by a draft Parks Forward Commission report, the Brown Administration **starts assembling a Transformation Team (Team)**.
- **Team holds first meeting** – *December 16*.

2015

- Team completes and releases **Transformation Action Plan** and launches **new website** – *January 9*.
- **Department announces Team** - [January 22](#). Committees are also formed and committee members are selected.
- **Parks Forward Commission releases final recommendations** for the California Department of Parks and Recreation - [January 30](#).
- **Team releases Transformation Action Plan** and launches new website - [February 6](#).
- **A Transformation Advisory Committee is formed** – *March 19*. Committee members include a group of state officials, Parks Forward Commissioners, partners and stakeholders. The purpose of the committee is to provide high-level guidance to the Team.
- **Transformation Initiatives are scoped by the eight committees** – *March 1*. Initiatives support specific goals meant to set the California Department of Parks and Recreation on a path to a more viable future. As initiatives are completed, they are converted into projects that Department staff can continue to improve.
- **First progress report**, outlining accomplishments from fall 2014 to September 2015, is released - [September](#).

- **First Transformation Tuesday** message is distributed to California Department of Parks and Recreation staff and partners – *September 29*. Weekly messages featuring different initiatives and projects on the Department’s Transformation effort are distributed.
- **Governor Edmund G. Brown Jr. signs SB 204 and AB 549**. The bills provide the Department 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*.
- Team provides **updates on initiatives and projects** - [February 16](#).
- The first report of collections using the **new Electronic Report of Collections (eROC) is completed** – *March*. Some of the benefits that this new system provides include: saving thousands of labor hours that the old paper system required as a result to duplication efforts; bank deposits and credit card transactions are now electronically reconciled with banks; revenue can be analyzed by date, district, park unit, location within the park, type of revenue, revenue detail and many other data sets; far fewer errors due to checks-and-balances built into the system which yields additional labor-hour savings for the Department; and etc.
- The California Department of Parks and Recreation announces the establishment of a **new partnerships office** – *March*.
- Transformation Team **launches the “We Are Parks” video series** – *April*. The video series helps the Department 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.
- A **Transformation Agent Network is formed** – *May*. The network is comprised of employees from the California Department of Parks and Recreation, better known as Transformation Agents, who have been selected by their managers to serve as field or division ambassadors to keep staff informed on important key departmental and Transformation initiatives. These agents will open up another line of two-way communication.
- The California Department of Parks and Recreation announces the transition to a **new reservation system** – *June*. 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 reservation portion of the project will begin in fall 2017.

- Operations Committee **completes work on headquarters and field organization structure** – *June*.
- The Department begins the engagement process to design **a new, more modern organizational structure** – *July*. Informed by the work of the Transformation Team, the Department will now work with staff and stakeholders as it develops a new organizational model – the Organizational Structure Opportunities Project. [More Information](#)

Progress Highlights



In the following pages, you will find key accomplishments made by the Transformation Team (Team) since the first Transformation Progress Report was released in September of last year. The Team continues to work on initiatives and projects focused on transforming internal California Department of Parks and Recreation (Department) operations and the way it serves the public and strategic partners.

Details on specific initiatives and projects are highlighted on pages 19-33 of this report.

Strategic Goal 1: Protect and Enhance Natural and Cultural Resources

LED BY THE NATURAL AND CULTURAL RESOURCES COMMITTEE

Continued ongoing dialogue with key external stakeholders and drafted strategies to implement and drive natural and cultural improvements. These efforts have led to a partnership with Irvine Ranch Conservancy, the county of Orange, and the city of Irvine to protect the Crystal Cove Land and inland assets.



Benefit

- Helps maintain the focus of protecting and enhancing natural and cultural resources.
- Leverage local government and nonprofit sectors to form strategic partnerships to protect key natural and cultural resources.

Strategic Goal 2: Develop Excellent Management Systems

Superintendents and Leadership Program

LED BY THE HUMAN AND RESOURCES OPERATIONS COMMITTEES

Implemented a new district superintendent position. Eight district superintendents are now serving in the new classification, representing approximately one third of district superintendent positions. Developing a leadership development program to train and develop future leaders.



Benefit

- 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 more closely represents the diverse demographics of the state.

Rethinking Organizational Structure

LED BY THE OPERATIONS COMMITTEE

Reviewed the organizational structure of the California Department of Parks and Recreation 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 of professional backgrounds.

The Department will now work with staff and stakeholders as it develops a new organizational model, which will also include how field districts are organized.



View details on the *Organizational Structure Opportunities Project* at www.parks.ca.gov/ShapingOurFuture.

Benefit

- An improved organizational structure provides the Department the long overdue opportunity to properly address incremental organizational changes in order to better support all mission-based programs and services with a new streamlined organizational structure.

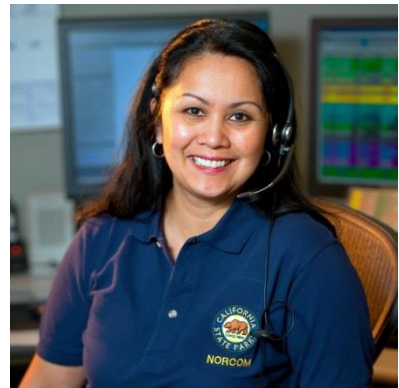
Streamlining Staff Hiring Process

LED BY THE HUMAN RESOURCES COMMITTEE

The committee has made significant progress to streamline the staff hiring process, such as the implementation of a new software system, Kronos, to minimize the approvals and handoffs necessary for the Department to fill vacancies.

Benefit

- Eliminates complexity by deleting 20 percent of the steps in the hiring process, reducing the total time for filling positions.
- Reduces processing, preparation processing, staff training time and human error.



Strategic Goal 3: Maintain High Quality Operations and Public Service

Budget Improvements

LED BY THE BUDGET AND ALLOCATION COMMITTEE

Updated internal budget data to increase efficiency and transparency by allowing headquarters and field to view the same data. The California Department of Parks and Recreation also conducted and completed a service-based budgeting pilot program, and launched it statewide.



Benefit

- Allows for better management of district expenditures to available resources.
- Informs future resource allocations.
- Increases transparency in budgeting between headquarters and field.
- Improves accuracy of information needed for budget planning and forecasting.

New Partnership Office

LED BY THE PARTNERSHIPS COMMITTEE

The Department created a new partnerships office.

Benefit

- Streamlines partnership processes and approvals, and acts as a consultant to districts in developing and implementing partnership plans.
- Enhances collaborative efforts with existing partners and identifies new partnership opportunities that are of mutual benefit at a statewide level.
- Strengthens relationships with partners.
- Improves the ability to seek partnerships to further the mission of the Department.
- Enables district staff to develop high quality, high-capacity partners to deliver stewardship and visitor services.



Electronic Report of Collections

LED BY THE MODERNIZATION COMMITTEE

Implemented a new streamlined revenue accounting system to report collections. The system initially launched in the Orange Coast District and is now statewide.

Benefit

- Introduces new revenue collection technology with improved data tracking capacity.
- Allows the Department to analyze and enhance revenue collection.
- Reduces revenue processing time.
- Fosters accountability.
- Allows for more timely decision making.



Enhancing Revenue Collection through Smartphone Technology

LED BY THE MODERNIZATION COMMITTEE

Piloted revenue collection through smartphone technology (passport parking) initially in the Orange Coast District and is now expanding the program regionally/statewide.

Benefit

- Introduces new technology to drive revenue collection and enhance the visitor's experience.



Strategic Goal 4: Create Meaningful Connections and Relevancy to People

Community Liaison Project

LED BY THE RELEVANCY COMMITTEE

Based on a piloted community liaison project carried out at the Los Angeles State Historic Park (LASHP), the Relevancy Committee created a lessons-learned playbook. This tool will help expand community liaison projects to other districts. The California Department of Parks and Recreation has already initiated the expansion of the project at LASHP and initiated a similar program at Candlestick Point State Recreation Area in San Francisco.



Benefit

- Jumpstarts future relevancy and community activities.
- Sets the framework for developing culturally relevant and language accessible parks content.
- Enhance connectivity with under-represented populations.
- Projects will hire and train local residents as park promoters to conduct specialized outreach to their peers.

History and Relevancy Project

LED BY THE RELEVANCY COMMITTEE

Initiated a relevancy and history pilot project in conjunction with the University of California, Riverside and University of California, Santa Barbara.



Benefit

- Establishes a foundation for a new model for interpretation of California’s rich history and culture through state parks.

State Park Cabin Project

LED BY THE RELEVANCY COMMITTEE

Continued to pilot expansion of cabins at Angel Island, Calaveras Big Trees, Big Sur, Jedediah Smith Redwoods, Prairie Creek Redwoods and Patrick’s Point state parks. Currently, 13 cabins are online; 12 at North Coast Redwoods and one at Big Sur.



Benefit

- Expands and enhances access for a broader range of park users, creating new opportunities to use cabins to promote California’s state parks statewide and nationally.

Google Trekker Expansion

LED BY THE PROJECT TEAM

Continued to expand the Google Trekker Partnership to include state historic structures. A total of 109 state park destinations have been launched, with another three pending.



Benefit

- Improves park site mapping, modernizing and enhancing visitor experience through technology.

Expansion of Wi-Fi Access

LED BY THE PROJECT TEAM

Continued the assessment and expansion of Wi-Fi access at state parks. Forty four state parks now have access.

Benefit

- Improves staff operations in the field and the visitor experience.



Recreation and Reservations and Sales

LED BY THE HUMAN RESOURCES COMMITTEE

The California Department of Parks and Recreation awarded a new comprehensive reservation system contract that will improve overall customer services, increase the speed of transactions and create more open access to data.



Benefits

Visitors

- Improved and flexible online self-service reservation system.
- Real-time inventory for reservations.
- Interactive maps.
- Availability of annual and discount passes, gift cards, and etc.
- More payment methods: credit and debit cards.
- Ability to purchase or reserve multiple items in one transaction.

State Parks

- New, modern fee collection devices and supporting hardware to fulfill reservations and make sales.
- Access to real-time data to manage and sell camping and tours – reducing the number of vacant campsites.
- Modern payment processing to standardize accounting practices – reducing manual processes and reporting errors.
- Increase automation to reduce manual processes.
- Operational and analytic reports to guide park management and marketing.
- Dynamic, seasonal and other demand-based pricing models.
- Customer profiles to support targeted promotional sales and notifications.
- Improved data collection: reporting of existing sales and park data, and revenue tracking and reporting.

Organizational Structure Opportunities

The Transformation Team (Team) has been reviewing the California Department of Parks and Recreation's (Department) organizational structure and has 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 of professional backgrounds. The Team has completed this task.

Informed by the work of the Transformation Team, the Department has been working with staff and stakeholders as it develops a new organizational model – the *Organizational Structure Opportunities Project*. The Department will continue with the engagement sessions and gather important input. This process is also expected to yield additional ideas on how a new organizational structure would improve the delivery of services. The feedback during this process will inform the development of a new organizational structure.

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 from the current organization structure to a new model. The transition plan will serve as the guiding document for the California Department of Parks and Recreation to implement any proposed changes in accordance with all laws, rules, policies and established best practices.

The new structure may result in shifts in how personnel will be organized, however no staff will be laid off through this process.

For more information, please visit the following webpage – www.parks.ca.gov/ShapingOurFuture.

Transformation Needed



In July 2013, the Secretary of Natural Resources appointed the Parks Forward Commission (Commission) to assess the unique challenges California's state parks face and helped identify solutions to solidify the future of the California Department of Parks and Recreation (Department). The Commission released its final recommendations in the report titled "[A New Vision for California State Parks](#)".

Guided by the draft Commission report in fall 2014, the administration assembled a [Transformation Team \(Team\)](#). The Team comprised of qualified, experienced and dedicated personnel from the Department, outside entities and professional consultants developed a two-year tactical [Transformation Action Plan](#).

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 goals, the Team and its committees developed [initiatives](#).

Through the Transformation initiatives, the California Department of Parks and Recreation will deliver a stronger, more robust future for the state park system. Visitors will know that we care about their state parks when they interact with us at all levels. Collectively all of these initiatives will strengthen our efforts to protect and preserve California's state parks which include the most significant cultural, historic and natural resources. Our sense of commitment and service will be evident and contagious. We will inspire visitors to help us protect these special places and their resources.

As a result of the Transformation, the Department will:

- ✓ Seek a diverse leadership team that draws from broad skill sets across disciplines to lead the California Department of Parks and Recreation. Leaders will seek talent and creative ideas from inside and outside the state park system.
- ✓ Break through the many barriers to bringing in new talent from all levels of the organization. Our classifications will be reflective of the needs of the state park system and we will have established a process to bring in talent from diverse programmatic, cultural and ethnic backgrounds to the job of managing our parks

for all Californians. The organization will be more diverse and reflective of the people it serves.

- ✓ Have a better understanding of our resources through strengthened data collection, allowing us to strategically focus our efforts and resources on compelling actions that advance our mission. We will use this enhanced information to improve our priority setting and communicate complex parks information to the public in a clear and simple way.
- ✓ Look beyond ourselves to better serve our visitors. We will engage the power of partnerships, philanthropy, and volunteerism on a larger scale and do so thoughtfully and strategically. Through such partnerships, we can broaden our impact for more resources and enhanced services. For instance, we will partner with the healthcare community so they will view us as an important tool to advance public health initiatives.
- ✓ Create a culture of service. We will measure our performance in terms of service to visitors. In the field and at headquarters, we will cultivate a sense of service through training, mentoring, example and accountability.
- ✓ Pursue simplicity and clarity in all that we do. We will use fewer words to explain our actions. We will work to convey complex issues clearly and concisely.

Achieving these goals requires that we dare to imagine better solutions to problems than what we have employed in the past.

Transformation Initiatives & Projects



The tables found in the following pages highlight the progress made on key Transformation initiatives and projects to date. As initiatives are completed, they are converted into projects and implemented on a flow basis. 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 California Department of Parks and Recreation’s (Department) mission 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 demonstrating best practices and develop programs and systems that support first in class preservation and conservation of natural and cultural resources. The Department will propel a renewed investment in the stewardship of the globally-significant resources of the state park system. Decisions will be informed and guided by the need to protect natural and cultural resources. *(Details on page 20)*
- **Strategic Goal 2: Develop Excellent Management Systems**
With improved, modern management systems, the Department 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 visitors. *(Details on page 22)*
- **Strategic Goal 3: Maintain High Quality Operations and Public Service**
Managing the finances of the Department with a service-based budgeting approach and modern, improved techniques and technology will allow the Department 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. *(Details on page 27)*
- **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 Department will identify new projects and programs to increase active participation of all Californians in state parks and expand our most relevant existing programs. *(Details on page 31)*

Strategic Goal 1: Protect and Enhance Natural and Cultural Resources

The California Department of Parks and Recreation mission 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 demonstrating best practices and develop programs and systems that support first in class preservation and conservation of natural and cultural resources. The Department will propel a renewed investment in the stewardship of the globally-significant resources of the state park system. Decisions will be informed and guided by the need to protect natural and cultural resources.

Initiatives/Project	Background	Progress-to-Date	Next Six Months - <i>projected</i>
<p>Develop Best Practices to Protect and Preserve Natural and Cultural Resources</p> <p><i>Led by the Natural and Cultural Resources Committee</i></p>	<ul style="list-style-type: none"> The Department manages 1.6 million acres of land which include some of the most diverse natural and cultural resources of any state park system in the country. Development of a set of pilot projects and programs that will model best practices and provide a framework for the work of the other Transformation initiatives including service-based budgeting, organizational structure, partnerships and relevancy. 	<ul style="list-style-type: none"> Summarized existing Department natural and cultural resource programs. Researched best practices across a range of natural and cultural resource programs. Through advisory and staff workgroups, developed a draft vision and narrowed areas of strategic focus. Engaged staff to identify needs and approaches. Engaged advisory and staff workgroups in the development of projects consistent with the vision and strategic focus areas. 	<ul style="list-style-type: none"> Re-convene natural and cultural advisory workgroups. Staff and advisory workgroups will continue to develop project concepts aligned with areas of strategic focus. Advance one to three additional projects for Team approval. Prepare recommendations for targeted programs and systems needed to achieve strategic goals. Craft recommendations for strategic focus areas that articulate a 5-10 year vision to guide renewed efforts and underpin future policies.

Initiatives/Project	Background	Progress-to-Date	Next Six Months - <i>projected</i>
		<ul style="list-style-type: none"> • Established Crystal Cove State Park as the first natural resources pilot project. • Initiated a partnership with Irvine Ranch Conservancy, the county of Orange, and the city of Irvine to protect the Crystal Cover Land and inland assets. 	<ul style="list-style-type: none"> • See above

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 visitors.

Initiatives/Project	Background	Progress-to-Date	Next Six Months - <i>projected</i>
<p>New District Superintendent Career Path</p> <p><i>Led by the Human Resources and Operations committees</i></p>	<ul style="list-style-type: none"> • District superintendent position is the top field managerial position in the state park system. • The Department has been limited to candidates from one area of discipline—law enforcement. • 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 more closely represents the diverse demographics of the state. 	<ul style="list-style-type: none"> • Completed development of the new District Superintendent I and II positions in November 2014. The new positions were approved by the State Personnel Board in May 2015. Eight district superintendents are serving in the new classification. • Career paths are being refined. • Developing a leadership development program to and train and develop future leaders. 	<ul style="list-style-type: none"> • Focused recruitment for District Superintendent I and II examination. • Online examination finalized and conducted summer 2016. • Leadership training program pilot will start in late winter 2016/2017. • Data gathering and initial planning to scale-up leadership pilot program to promote pipeline model and a culture of leadership throughout the organization.

Initiatives/Project	Background	Progress-to-Date	Next Six Months - <i>projected</i>
<p>Rethinking the Organizational Structure</p> <p><i>Led by the Operations Committee</i></p>	<ul style="list-style-type: none"> • Provides the Department the long overdue opportunity to properly address incremental organizational changes in order to better support all mission-based programs and services with a new streamlined organizational structure. • Opportunity to streamline operations, lower administrative and operating costs, and delegate authority to an appropriate management level with a new organizational structure. 	<ul style="list-style-type: none"> • Defined the strategic goals and scope to clarify the priorities and the level of change to be considered. • Established organizational design principles and management practices defining the conditions necessary for the Department to meet its mission-based goals and professional standards. • Analyzed the current organization to identify existing business challenges, duplicative functions, improvement opportunities and desired benefits. • Reviewed organizational structures of local, state, and national park entities to identify leading practices and viable alternatives currently in use. 	<ul style="list-style-type: none"> • Engage with staff, and internal and external stakeholder groups who have a vested interest in the future of the state park system. Through this engagement process there will be workshops to hear and understand the course of action that is needed to implement the organizational vision and goals. • Develop an operational transition plan for taking the Department from current state to future state.

Initiatives/Project	Background	Progress-to-Date	Next Six Months - <i>projected</i>
		<ul style="list-style-type: none"> • Distributed an organizational opportunities report outlining the need for an organizational structure assessment and the opportunities. • Informed by the work of the Team, the Department kicked off the engagement process with staff and stakeholders. 	<ul style="list-style-type: none"> • See above
<p>Streamlining Staff Hiring Process</p> <p><i>Led by the Human Resources Committee</i></p>	<ul style="list-style-type: none"> • Identifying opportunities for improvements in the hiring process that allow for more nimbleness, while still meeting important state hiring requirements. • Eliminates complexity by deleting 20 percent of the steps in the hiring process. • Reduces total time for filling positions. • Uses automation to reduce processing, preparation processing, staff training time and human error. 	<ul style="list-style-type: none"> • Developed a flow chart to document the process currently used to hire employees. • Engaging the state's experts at the California Department of Human Resources and the California Government Operations Agency to identify models of excellence in other state agencies. 	<ul style="list-style-type: none"> • Implementation of a new, expandable IT solution to automate components the hiring process such as talent acquisition, selection and onboarding as well as other workforce management processes such as timekeeping and scheduling. • Implementation of examination improvements, such as online capability and increased frequency, for critical positions.

Initiatives/Project	Background	Progress-to-Date	Next Six Months - <i>projected</i>
		<ul style="list-style-type: none"> • Began implementation of a new software system to minimize the approvals and handoffs necessary to fill vacancies. • Finalized the development of an “online tool kit” that will provide better support to staff as they navigate the hiring process. The kit makes available online for the first time standardized duty statements, easily adjustable digital organization charts and a process to track the location of the hiring package, which allows for better tracking and more efficient processing of necessary hiring documents. • Recommended critical vacancies have online exams. 	<ul style="list-style-type: none"> • Identify and review classifications that may be outdated and make recommendations to revise these classifications in order to promote clear career paths.

Initiatives/Project	Background	Progress-to-Date	Next Six Months - <i>projected</i>
Recreation and Reservations and Sales Service (R2S2)	<ul style="list-style-type: none"> • Identify a qualified service provider to develop a modern, integrated reservation system to replace an existing system. • Improve overall customer services, increase the speed of transactions and create more open access to data. • Improves staff operations. 	<ul style="list-style-type: none"> • Completed the bidding process and awarded contract to Xerox. • Developed an initial planning process. • Held initial meeting with Xerox. • Project planning phase launched in May. 	<ul style="list-style-type: none"> • Work on an implementation plan.

Strategic Goal 3: Maintain High Quality Operations and Public Service

Managing the finances of the California Department of Parks and Recreation with a service-based budgeting approach and modern, improved techniques and technology will allow the Department 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/Project	Background	Progress-to-Date	Next Six Months – <i>projected</i>
<p>Service-Based Budgeting (SBB)</p> <p><i>Led by the Budget and Allocation Committee</i></p>	<ul style="list-style-type: none"> • Currently, the Department bases its annual budget on allocations made during the previous year. • The current budget methodology does not effectively communicate the level of service that can be delivered given any particular funding level. • Increased transparent information is needed to improve priority setting and communicate the relationship between resource and service levels in a clear and simple manner. • SBB will help determine the budget based on the costs of operational tasks and activities that make up the major services the Department provides. 	<ul style="list-style-type: none"> • Established a baseline of core programs and tasks representing the diverse areas in which the Department delivers its mission. • Designed an SBB framework and developed instructions for subcommittees of subject matter experts (SME’s) to facilitate the completion of the task level details in all programmatic areas. • Formed subcommittees of SME’s and held first working sessions to establish task lists and standards. • In winter 2015/16 SBB was tested on a sample of one full district, 16 state parks and one statewide divisional office. 	<ul style="list-style-type: none"> • Analyze and evaluate the data collected in preparation for the 2017-18 annual budget development.

Initiatives/Project	Background	Progress-to-Date	Next Six Months – <i>projected</i>
	<ul style="list-style-type: none"> Changing the focus of the budget development will help the Department apply a more mission-focused perspective to the process which is critical to ensuring that proper resources are available. 	<ul style="list-style-type: none"> In April 2016, SBB was formally launched statewide for the development of the full capture of tasks. Gathering of data was completed in May 2016. 	<ul style="list-style-type: none"> See above
<p>New Partnerships Policies/ Procedures and a New Management Structure that Fosters Positive Relationship with New and Existing Partners</p> <p><i>Led by the Partnerships Committee</i></p>	<ul style="list-style-type: none"> Partnerships are a key component for a successful state parks system. Policies and organizational changes over the years have affected the ability for the Department to fully realize the maximum potential of partnerships. 	<ul style="list-style-type: none"> Produced comprehensive findings/recommendations to foster partnerships and support field staff. Created a new partnership office. Staff will work on concessions, cooperating associations, operating agreements and provide oversight to the department’s many non-profit operators. New policies for the Department’s operations manual are underway. Working on a “tool kit” to guide the development and management of partnerships. Working on an initiative to expand and enhance engagement of volunteers. 	<ul style="list-style-type: none"> Complete partnerships manual which will lay a foundation for successful partnerships by serving as a guide for both the department and partners on how to create and foster successful partnerships. Approve and test the tool kit using pilot projects. Produce “Volunteer Findings and Recommendations” Implement an “EZ” form to streamline partnership engagements.

Initiatives/Project	Background	Progress-to-Date	Next Six Months – <i>projected</i>
		<ul style="list-style-type: none"> • Hiring process underway for full-time “Partnership Liaisons” in at least three park districts. • Developed partnerships pilot projects, including an opportunity to co-jointly operate Willow Creek, subunit of Sonoma State Park. 	<ul style="list-style-type: none"> • See above
<p>Streamlining Revenue Accounting</p> <p><i>Led by the Modernization Committee</i></p>	<ul style="list-style-type: none"> • Previously a dollar collected at a state park could take several months to register in the Department’s fiscal system. Revenues are now registered within 48 hours. • The Department needed a system where revenues could be easily entered and quickly reconciled. • New system introduces new revenue collection technology with improved data tracking capacity. • Allows the Department to analyze and enhance revenue collection; reduces revenue processing time; fosters accountability; and allows for more timely decision making. 	<ul style="list-style-type: none"> • Established a new electronic system, Electronic Report of Collections (eROC), to replace all manual systems and electronically reconcile all transactions with banks. • eROC was first tested in March 2015 in one district - Orange Coast. • All districts statewide have implemented eROC as their revenue reporting platform. • Revenues are now registered within 48 hours. 	<ul style="list-style-type: none"> • Continue to refine the program. • Create instructional videos to assist and train staff.

Initiatives/Project	Background	Progress-to-Date	Next Six Months – <i>projected</i>
<p>Enhancing Revenue Collection through Smartphone Technology</p> <p><i>Led by the Modernization Committee</i></p>	<ul style="list-style-type: none"> • Project 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. • Visitors receive email notifications with 15-minute warnings about parking meter expiration. Time can be added by visitors by using the app without having to walk back to a parking lot to feed a meter. 	<ul style="list-style-type: none"> • In spring 2015, a pilot project was launched in the Orange Coast District. • The Department is now expanding project regionally/ statewide. • Currently three state parks accept this form of payment: Huntington, San Clemente (Calafia parking lot) and San Onofre (Trestles parking lot). 	<ul style="list-style-type: none"> • Examine opportunities to further expand the project throughout the state park system.

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 will identify new projects and programs to increase active participation of all Californians in state parks and expand our most relevant existing programs.

Initiatives/Project	Background	Progress-to-Date	Next Six Months - <i>projected</i>
<p>Community Liaison Pilot Project</p> <p><i>Led by the Relevancy Committee</i></p>	<ul style="list-style-type: none"> The Department piloted a community liaison project, aimed at establishing connections between state parks and urban communities at Los Angeles State Historic Park (LASHP). The proposed project advances the development and implementation of an innovative outreach and engagement model. Projects will hire and train local residents as park “Promotores” to conduct specialized outreach to their peers. Project jumpstarts future relevancy/ community activities. LASHP is scheduled to open in fall 2016. Sets the framework for developing culturally relevant and language accessible parks content. Enhances connectivity with under-represented populations. 	<ul style="list-style-type: none"> Staff engagement with the local community. Development of a community liaison pilot proposal which includes best practices and lessons learned from this historic park. Created a lessons learned playbook to expand the program to other districts. Initiated the expansion of the community liaison program at LASHP and initiated a similar program at Candlestick Point State Recreation Area in San Francisco (Candlestick). Governor’s 2016/17 Budget Act includes funding to support this pilot project at LASHP and Candlestick. 	<ul style="list-style-type: none"> Complete: <ul style="list-style-type: none"> Action plan (<i>describes the pilot project and how it will be implemented</i>). Contract with UCLA to develop evaluation model. Contract with “Vision y Compromiso” to select “Promotores” and to conduct training for community and staff at LASHP. Recruit two new interpreters and one Park and Recreation Specialist.

Initiatives/Project	Background	Progress-to-Date	Next Six Months - <i>projected</i>
<p>State Park Cabin Project</p> <p><i>Led by the Relevancy Committee</i></p>	<ul style="list-style-type: none"> • Providing more cabins in the state park system is a joint effort between Resources Legacy Fund and the Department. • Cabins expand and enhance access for a broader range of park users, and create new opportunities to use new cabins to promote state parks statewide and nationally. • Through the Parks Forward collaborative, Cal Poly Pomona developed an innovative college based curriculum for modern cabin designs. • In spring 2014, the Department 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. 	<ul style="list-style-type: none"> • Continued to pilot expansion of cabins at Angel Island, Calaveras Big Trees, Big Sur, Jedediah Smith Redwoods, Prairie Creek Redwoods and Patrick's Point state parks. • Completed scoping and initiated site preparation. • Funding solutions for Angel Island and Big Sur sites have been identified. • Site preparation is complete. • Preparing for design activities. • 13 cabins are online, 12 at North Coast Redwoods and one at Big Sur. 	<ul style="list-style-type: none"> • Initiate concession contract for Angel Island cabin installation. • Complete a memorandum of understanding for cabin development within coastal areas. • Complete design phase of cabins at Calaveras Big Trees State Park.
<p>History and Relevancy Project</p> <p><i>Led by the Relevancy Committee</i></p>	<ul style="list-style-type: none"> • Establishes a foundation for a new model for interpretation of California's rich history and culture through state parks. 	<ul style="list-style-type: none"> • Initiated Relevancy and History Pilot Project in conjunction with UC Riverside and UC Santa Barbara. 	<ul style="list-style-type: none"> • Curriculum development by UC Riverside and UC Santa Barbara.

Initiatives/Project	Background	Progress-to-Date	Next Six Months - <i>projected</i>
	<ul style="list-style-type: none"> Project will develop, test and model well-researched, engaging, and relevant interpretation programming and practices from multiple perspectives to implement cutting-edge interpretation programming at two state parks. 	<ul style="list-style-type: none"> See above 	<ul style="list-style-type: none"> See above
<p>Google Trekker Expansion</p> <p><i>Led by the Project Team</i></p>	<ul style="list-style-type: none"> In September 2015, Google Trekker partnered with the Department to capture state park destinations. Trekker is an online viewing platform like Google Street View, but based on natural landscapes such as trails and beaches. 	<ul style="list-style-type: none"> A total of 109 state park destinations have been launched, with three more pending. Google will continue to expand the partnership by capturing historical structures such as Bodie State Historic Park. 	<ul style="list-style-type: none"> Continue exploring new sites.
<p>Expansion of Wi-Fi Access</p> <p><i>Led by the Project Team</i></p>	<ul style="list-style-type: none"> As the Department looks to interacting with visitors in a more modern way, establishing a Wi-Fi platform throughout the state park system is a priority. Improves staff operations in the field and the visitor experience. Wi-Fi also would help the Department update its internal systems. 	<ul style="list-style-type: none"> Analyzed the level of Wi-Fi availability across the state park system. Outlined approach to expanding Wi-Fi. Identified implementation strategies and infrastructure capabilities. 44 parks currently have Wi-Fi availability. 	<ul style="list-style-type: none"> Test and verify each park's implementation. Identify the next level of parks for Wi-Fi implementation. Analysis will include those with high-visitation, availability of Internet providers and cost effective implementation.