

# California Boating and Waterways Commission

November 19, 2020

**Staff Report:** DPR Path Forward 2026  
**Staff:** Steve Szalay, Strategic Planning and Recreation Services  
**Subject:** Development of DPR's Strategic Operations Plan

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## Summary

The State Department of Parks and Recreation commenced the development of the Department's first Strategic Operations Plan (SOP) in February 2020. Despite the many challenges during this year, including the COVID-19 Pandemic, as well as economic, social and natural disasters, the Path Forward 2026 Core Team and Work group have made significant progress. This presentation is a status report of the SOP development process.

## Discussion:

This is an eighteen-month project to develop DPR's first five year Strategic Operations Plan (SOP), named "Path Forward 2026". It was launched in January 2020 and will result in a final plan, ready for implementation by July 2021. This plan is unique in that it is being crafted within the Department rather than from the top down. A Core Team of nine members is coordinating a Department-wide Work Group of 100 employees, supervisors and managers. Work Group members represent all DPR programs and are located throughout the state in all four operations divisions, including headquarters.

Since 2014, DPR has been actively involved in a comprehensive organizational change effort named Transformation, which followed an in-depth look into the Department led by the Parks Forward Commission. The formal Transformation effort started with a two-year process led by a 15-member Transformation Team, multiple Transformation committees, more than 100 partners/stakeholders, and more than 500 contributors. Many positive changes emerged from the Transformation process and many are in various development stages. The Path Forward 2026 strategic plan will build on these Transformation improvements.

The project Work Group is being guided by a framework document prepared by the Core Team and DPR Executive Staff. It will consist of these six components:

**Mission:** The existing DPR Mission will remain the foundation of the department and will guide development of Path Forward 2026.

**Vision:** The ideal future state of DPR.

**Values:** Statements that express enduring ideals or shared beliefs of DPR employees.

**Strategic Landscape:** This will include a Transformation status snapshot, potential opportunities, barriers, new initiatives and future goals.

**DPR Strategic Themes, Goals, and Objectives:** This will include ongoing Transformation Initiatives. These goals and objectives will include key milestones and outcomes that can be measured and evaluated.

**Implementation Plan:** This plan will include measurable metrics and an evaluation component.

The Path Forward 2026 strategic operations plan will complete an extensive engagement process and be ready for implementation by July 2021.

### **Commission Action**

For information only

### **Attachments**

None