

# Operational Transition Plan Organizational Structure Opportunities Project



*October 2017*



**California Department of Parks and Recreation**  
[www.parks.ca.gov/ShapingOurFuture](http://www.parks.ca.gov/ShapingOurFuture)



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## Executive Summary

The California Department of Parks and Recreation (DPR) protects and preserves the state'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, tours, 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.

In July 2013, the Secretary of Natural Resources appointed the Parks Forward Commission (Commission) to assess the unique challenges California's parks face and help identify solutions to solidify the future of the DPR. The Commission released its final recommendations in a report titled "A New Vision for California State Parks" which outlined a plan that, over the long term, would position California's state park system to once again become a shining star of innovation. The plan, issued on Jan. 30, 2015, identified the Commission's recommended actions to be taken within the next two years, and beyond, to achieve this vision. Periodic organizational design evaluation is crucial to the health of any organization within government or private enterprise. The DPR has not performed a department-wide organizational structure assessment since the early 1990's.

In October 2014, the Administration established the Transformation Team (Team) to develop specific initiatives that would amplify and complement the recommendations of the Commission. The Team was put in place prior to the release of the Commission's final report in order to begin implementing an action plan. Qualified, experienced and dedicated personnel from the DPR, outside entities, and professional consultants comprised the Team. Collectively, they developed a two-year tactical Transformation Action Plan. The document 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

One of the initiatives of the Team was to conduct a department-wide assessment to review the organizational structure and identify service delivery improvement opportunities.

A benefit of the Transformation process was the ability to review the current DPR organization structure in light of the new operating environment. Years of incomplete and unstructured organizational change left the department with a headquarters structure that was disjointed and programs that operated in silos.

The California Department of Parks and Recreation acknowledged that updating its organizational structure would not necessarily solve all of these concerns, but setting and implementing management practices, such as focusing on accountability and responsibility, defining roles, and responsibilities, improving communications with internal and external stakeholders, and managing projects strategically, would enhance service delivery. Therefore, the department analyzed potential organizational structures and also identified desired management practices to implement. One of the primary tenants of this analysis and new organization design is no employee layoffs.

Several models were considered when analyzing and designing the new headquarters and field organization structure. The Transformation Operations Committee (Operations Committee) analyzed international, national, state, and local park organization structure models and then developed a series of principles and opportunities. The DPR's Executive Team presented these principles and opportunities through internal and external engagement sessions before creating the new structure. The details of the new structure were determined by the department to best incorporate the foundational work performed by the Operations Committee and the feedback received through these engagement sessions.

The new organizational structure will result in shifts in how personnel will be organized, however, no staff will be laid off through this process. The structure is designed to enhance service delivery, better support staff and key partners, provide career paths for diverse professional groups to develop as park leaders, and put program expertise closer to the public. In both the new headquarters and the field organization structures services will be placed at the appropriate level to bring decision making as close to service delivery as possible.

The organizational changes have been coordinated with other transformative initiatives and projects that guide and complement the design for the services rendered. The recommended changes have been synchronized with related initiatives such as:

- Implementation of service-based budgeting.
- Development of an annual maintenance program.
- Establishment of a fully-functioning leadership and manager training program.
- Implementation and enhancement of relevancy programs to foster partnerships, youth engagement, and further connecting with urban populations.

Field organizational models were evaluated and reviewed by the DPR's Executive Team, and reflect the variety of district operations. District complexity, services provided and geography shaped the type of organization model needed to effectively deliver services to visitors. All the field model options reflect the inherent need to provide not only protection of

the resources and deliver high-quality recreation, but also provide for career paths and development of future park leaders from multi-disciplinary backgrounds.

The department requires a diverse set of leaders who possess the expertise and training necessary to solve complex problems in a creative, multidisciplinary fashion. For decades, the top leaders in the field have been limited to one professional group. This reorganization, instead establishes a field management structure that provides equitable opportunities for the most qualified and competent employees from all relevant backgrounds to gain mission-related expertise and supervisory experience.

District boundaries and grouping of state parks were evaluated as part of this process, and the number of districts will be reduced from 22 to 21. In addition, districts will now be structured to include multiple forms of recreation, including off-highway motor vehicle recreation. As such, state vehicular recreation areas (SVRAs) will be incorporated into districts with different types of park units including state parks, state recreation areas, and others to create equal footing with other state park activities. As described in this Plan, the remapping of district boundaries will create more effective management and unified operation of park districts, which will in turn provide greater services to the public.

Headquarters organizational models were evaluated and reviewed with a focus on eliminating duplication of services, maintaining program integrity, identifying constituency needs, strengthening the DPR as a primary recreation provider and creating interdependency between internal departmental divisions.

Through an extensive external and internal engagement process, the Operational Transition Plan reflects research, evaluation and feedback received from stakeholders inside and outside the DPR. This plan explains the actions and change recommendations along with transition activities and key benefits the department will recognize after implementation.

Implementation of the Plan will be accomplished through the execution of specific division transition plans. These transition plans will be developed over the next 12 months and implemented on a rolling basis. A rigorous process of external and internal communications, engagement and project management will guide the implementation. Details of the implementation process can be found on page 39 of this report.

Below are highlights of the DPR's Operational Transition Plan:

1. No staff will be laid off through this reorganization.
2. Implement improved management practices.
3. Retain the Divisions of Off-Highway Motor Vehicle Recreation and Boating and Waterways separate with deputy directors, while further incorporating their services into the DPR organization.

4. Retain the structure and operations of the four commissions that represent different stakeholder interests: Boating and Waterways, State Historical Resources, Off-Highway Motor Vehicle Recreation, and State Park and Recreation.
5. Implement new headquarters organizational structure.
6. Restructure field operational districts.
7. Implement new field organizational structures within districts.

DPR's mission is as important today as it was over 150 years ago. As stewards of California's finest and most diverse collection of natural, cultural and recreational resources to be found within California, properly supporting staff and partners is of upmost importance for current and future generations.

Through this process, the department has developed a new structure and is putting in place practices that:

- Establish a field management structure that provides equitable opportunities for the most qualified and competent employees from all relevant backgrounds to gain mission-related expertise and supervisory experience. Add focus and support on the staff that have direct contact with visitors in order to take better care of park facilities and programs that serve the public.
- Place program expertise out into the field, closer to the parks and the public the DPR serves.
- Increase the focus on the network of partners who support parks across the state.
- Establish program staff in the field, with clear reporting structures, to better support the diverse array of programs--the management of the diverse ecosystems, the protection of the natural, cultural and historic resources and the people who enjoy them, and the interpretation of these resources
- Foster collaboration across all programs.

Details on DPR's Operational Transition Plan can be found on pages 16-39 of this report.



## 1.0 Background

### 1.1 Transformation Operations Committee

The Transformation Operations Committee (Operations Committee) was a subcommittee comprised of Transformation Team (Team) members and other DPR staff representing all interdepartmental divisions including the Divisions of Boating and Waterways and Off-Highway Motor Vehicle Recreation. The Operations Committee also included a mix of staff from headquarters and the field. The members represented the department's multiple program areas, including: Administration, Facilities, Natural Resources, Cultural Resources, Interpretation and Education, and Public Safety. Over an 18-month period, the Operations Committee met regularly to review the organizational structure and identify the functions needed to develop a service-driven headquarters and field organization. The Team worked to identify organizational barriers that were preventing the DPR from achieving its mission:

“To provide for the health, inspiration and education of the people of California by helping to preserve the state's extraordinary biological diversity, protecting its most valued natural and cultural resources, and creating opportunities for high-quality outdoor recreation.”

To foster transparency in the assessment process, the Operations Committee sought engagement with management staff. Through meetings with top departmental leaders during cyclical leadership meetings and workshops, status of the committee's work was presented and feedback was collected about how the future state headquarters and field organizations should be structurally organized. More than 800 staff were engaged in this process.

#### 1.1.1 Organizational Structure Assessment

Headquarters is the central operations for the DPR. It provides programmatic support to the two field divisions, 22 districts, 70 sectors and 280 parks units. Programmatic functions are divided into divisions and include: Administration, Park Operations, Legal, Legislation, External Affairs, Communications, Off-Highway Motor Vehicle Recreation (OHMVR), Boating and Waterways (DBW), Audits, and the Office of Historic Preservation. Currently, each division reports to the DPR's Chief Deputy Director; the chief deputy director reports to the director. There are four, independent commissions that represent different stakeholder interests. The current organization structure chart is attached as Appendix B, page 43.

The DPR had not performed a department-wide organizational structure assessment since the early 1990's. Since that time, the services provided by the department have changed and in some cases increased, including the desire of the public to see increased services and programming at state parks.

For example:

- The Facilities Management Division and Acquisition and Design Division duplicated services for delivery of capital outlay and deferred maintenance projects. Geographic Information System (GIS) services were fragmented throughout the department. The current organizational structure separates these important recreation services from the rest of the services provided by the DPR.
- Interpretation and education programs are managed by multiple units throughout the DPR. In many instances the messages are directed at the same recreation communities, but are organized by different parts of the department and may be duplicated or confusing.
- A myriad of graphic design shops and programs are administered by staff in different areas of the department. Design shops support administrative, interpretation education, facilities and marketing.
- Three separate grant programs have been developed in separate operational units over the past 30 years. There is currently minimal coordination among these units.
- An additional layer of field management was established in the early 2000's. This was an internal policy decision and was resourced through the reallocation of positions and salary savings. No additional budget authority was provided to cover this change.
- During the Great Recession starting in 2008, many DPR programs were reduced, while service expectations and statutory requirements remained the same.

Therefore, a new organizational structure for both headquarters and field operations should address these issues and better support all mission-based programs and services with a new streamlined organizational structure.

### 1.1.2 Operations Committee Analysis Approach

The Operations Committee met regularly to review the organizational structure and identify the functions needed to address the service delivery and other issues noted in the section above. The committee sought feedback from DPR leaders on what the future state headquarters organization should look like. To foster transparency and engagement in the assessment process, they provided updates to the top leaders of the department through cyclical leadership meetings and workshops.

Through these discussions, the Operations Committee:

- Defined the strategic goals and scope of the assessment in order to clarify the priorities and the level of change to be considered. Refer to *Appendix H: Operations Committee Workshop - Organization Chart Criteria and Definitions Document*, page 50.
- 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 state of the DPR, including district boundaries, to identify existing business challenges, improvement opportunities and desired benefits.
- Reviewed and identified duplicative functions at the headquarters level.
- Reviewed the organizational structures of national, state, and local park entities to identify leading practices and viable alternatives currently in use.

At the end of this process, the Transformation Team identified potential opportunities for further consideration by the DPR.

### 1.1.3 Organizational Structure Assessment Opportunities

The following opportunities were identified by the Operations Committee to form an organizational structure framework that incorporates Transformation effort goals (new ways of doing business) and provides a pathway for the DPR to strategically realign the use of current resources to support its new priorities:

- Align organization structure to best reflect the mission and service of the DPR.
- Develop a customer service ethic that prioritizes collaboration within the department and solidifies serving the public as our primary purpose.
- Operate as one unified system to provide an array of recreational services across the system and support all 280 park units, including nine state vehicular recreation areas while providing strict accounting for specially funded staff and equipment.
- Establish a model that best supports the delivery of programs and services for the organization.
- Realign divisions, programs, and district boundaries to better support field operations and enhance services to the public.

- Minimize duplicative services and empower decision making at the appropriate levels for effective service delivery.
- Develop stronger connections with existing and new partners that are aligned with the DPR's mission to serve the public and their resources.
- Bolster resource stewardship that is responsive to climate change, sensitive to species management and protective of our dynamic history.
- Place increased emphasis on revenue generation and grant distribution implementation consistent with the department's expanded focus on relevancy.
- Foster continual innovation after the transformation process is complete.
- Centralize function-specific expertise to facilitate knowledge sharing and use of best practices to better serve the public.
- Focus on strengthening engagement of under-represented groups by developing recreation programming that builds lasting relationships with the community, partners and volunteers, and building a recruitment program focused on workforce diversification.
- Identify career paths and enable pathways to leadership for staff with relevant backgrounds and experiences from within and outside the DPR.
- Open positions to candidates from broader and more diverse backgrounds so that the most qualified candidates are able to compete and the workforce at the department more closely represents the diverse demographics of the state.

These improvement opportunities created the foundation for the DPR's Organizational Structure Opportunities Project. Upon completion of these recommendations, the Operations Committee transitioned its work to the DPR's Executive Team. An Executive Subcommittee (Exec Subcommittee) was formed to work through the details and manage the engagement process.

## 1.2 Engagement Process and Stakeholder Input

As the California Department of Parks and Recreation moved forward in the Organizational Structure Opportunities Project, continued engagement with key internal and external stakeholders was a critical component in the development of the future state.

In May 2016, the Governor released the 2017-18 May Revision to the Governor's Budget. The May Revision highlighted the DPR's intent to begin an engagement process with

internal and external stakeholders as the new organizational structure was being developed. Initial engagement activities included several department-wide emails from the DPR's Director introducing the launch of the project and sharing of the guiding principles.

In July 2016, the DPR released the [Organizational Structure Opportunities Project Overview Document](#), which outlined the Transformation Operations Committee's process, organizational structure opportunities and next steps. In addition, the department began a three-pronged effort to engage with headquarters staff, field staff, and external stakeholders to capture input about how to structure the DPR and organize field districts. Details of these efforts are outlined below.

### 1.2.1 Internal Engagement

The Exec Subcommittee conducted a comprehensive internal engagement process with management staff from both headquarters and the field to discuss the future state of operations. These engagement activities happened between the summer 2016 through spring 2017 and ranged from individual division meetings to one-on-one sessions with deputy directors, division chiefs and district superintendents. These engagements also included teams based on program skill sets across divisions to promote communication and identification of opportunities for improvement. Through these efforts, the DPR gained key insights into potential structure, flaws, opportunities and challenges, to make a determination on the appropriate future-state organizational structure.

**Leadership Engagement** – The DPR conducted a series of leadership engagement meetings with 80 of the highest level internal leaders. Further, annually throughout the Transformation process, the department had meetings with a larger (280+ program managers) cross section of department leaders.

The table below lists the various leadership engagement efforts:

Type of Meeting	Dates and Attendees
Leadership Meeting	<p><b>2015</b></p> <ul style="list-style-type: none"> <li>April 13: Top Leaders (80)</li> <li>September 3: Top Leaders (80)</li> <li>November 18: Top Leaders (80 via Webinar)</li> <li>December 7-19: Top Leaders (280)</li> </ul> <p><b>2016</b></p> <ul style="list-style-type: none"> <li>May 24: Top Leaders (80)</li> </ul> <p><b>2017</b></p> <ul style="list-style-type: none"> <li>January 23-25: Top Leaders (280)</li> </ul>

The leadership engagement process resulted in recommendations including:

- Development of process improvements at field and headquarters based services.
- Creation of an organizational structure at headquarters and the field that will address inefficiencies in service and foster better communication.
- Role of providing services and where those services should be placed (headquarters or field locations).
- Feedback and comments on management principles and types of organizational structure for field.

**Headquarters Engagement** – The Exec Subcommittee conducted several rounds of engagement with headquarters management staff to capture feedback and identify additional opportunities to improve headquarters structure. Individual meetings with deputy directors were included. Also, the subcommittee met with managers and supervisors from the Divisions of Boating and Waterways and Off-Highway Motor Vehicle Recreation.

In addition to meeting with headquarters leadership, teams from each programmatic area were created to develop proposed future state functional organizational charts for their respective program/division. These teams were made up of subject matter expert managers from each division in the DPR. These programmatic teams provided key input to the development of the overall organizational structure and transition plan.

The table below lists the various headquarters organizational design engagement efforts:

Type of Meeting	Dates and Attendees
<b>Programmatic Engagement Meetings</b>	<p><b>2016</b></p> <ul style="list-style-type: none"> <li>• July 6: Administrative Services</li> <li>• July 7: Office of Historic Preservation (OHP)</li> <li>• July 11: Office of Grants and Local Services (OGALS), DBW and OHMVR</li> <li>• July 14: Park Land Use Planning (Acquisition and Development, Facilities and OHMVR Planning)</li> <li>• July 15: Audits, Legal, Public Affairs, Legislative Affairs and OHP</li> <li>• July 18: Community Engagement (External Affairs, DBW, OHMVR and Park Operations)</li> <li>• July 20: Administrative Services and Interpretation &amp; Education (Park Operations, OHMVR, DBW, Marketing)</li> <li>• July 25: Resource Stewardship (Natural, Cultural, OHMVR and DBW)</li> <li>• September 8: Resource Stewardship</li> <li>• September 29: External Affairs (OGALS)</li> </ul> <p><b>2017</b></p> <ul style="list-style-type: none"> <li>• February 6: External Affairs (OGALS)</li> </ul>

<b>DBW Engagement Meetings</b>	<p><b>2016</b></p> <ul style="list-style-type: none"> <li>• July 7: DBW</li> <li>• July 11: Headquarters Organizational Design</li> <li>• July 18: Community Engagement</li> <li>• July 20: Interpretation and Education</li> <li>• August 24: All-Staff Meeting</li> </ul> <p><b>2017</b></p> <ul style="list-style-type: none"> <li>• May 3: DBW Organizational Structure</li> <li>• June 6: Manager's Meeting</li> </ul>
<b>OHMVR Engagement Meetings</b>	<p><b>2016</b></p> <ul style="list-style-type: none"> <li>• July 7: Check-In Meeting and Headquarters Organizational Design</li> <li>• July 11: Headquarters Organizational Design</li> <li>• July 14: Land-Use Planning</li> <li>• July 18: Community Engagement</li> <li>• July 20: Interpretation and Education</li> </ul> <p><b>2017</b></p> <ul style="list-style-type: none"> <li>• February 21: Organizational Structure</li> <li>• February 27: Organizational Structure</li> </ul>

The headquarters engagement provided recommendations including:

- Options for designing headquarter divisions organization structures. Personnel needs for tasks not being completed or tasks being duplicated.
- Implementation of better communication practices, such as digital communication, cyclic meetings, venues to mitigate divisions from creating duplicate processes.
- Opportunity to develop one-on-one relationships and set a pattern of future collaboration.
- Established awareness that there are other units that can be of assistance for similar types of project or service delivery.
- Process sharing on solution-based decision making, opening doors for sharing “how to” by breaking down silos.

**Field Engagement** - The DPR completed several rounds of engagement with field division district superintendents to capture input on potential updates to district boundaries and recommended district organization structures. At these meetings district superintendents were updated on the department's Transformation efforts and specifically reviewed potential district boundary scenarios and district organization structures. This provided input on proposed changes to the existing district boundaries and operation models.

The table below lists the various field engagement efforts:

Type of Meeting	Dates and Attendees
<b>Superintendent's Meetings</b>	<b>2016</b> <ul style="list-style-type: none"> <li>July 13: District Boundaries – District Superintendents, Riverside</li> <li>July 15: District Boundaries – District Superintendents, Granite Bay</li> <li>March 8 - 10: Individual Review of Organization Charts</li> <li>June 16: Superintendents Call</li> </ul>

This engagement provided recommendations for:

- Improved district boundary geographical representation.
- Appropriate aligning of district size and complexity to support enhanced services to the public, more manageable and unified operations.
- Improved allocation of resources and career advancement.
- Appropriate organization models to be adopted for each individual district.

## 1.2.2 External Engagement and Stakeholder Input

The DPR held five public meetings throughout California in July and August of last year (2016). Led by the department director, and attended by OHMVR, DBW and various commissioners, these meetings provided a forum to hear from more than 700 constituents on the future of the California Department of Parks and Recreation. The dates that public information sessions were held are listed below:

Type of Meeting	Dates
<b>External Engagement</b>	<b>2016</b> <ul style="list-style-type: none"> <li>July 19: Sacramento - <a href="#">Public Notice</a></li> <li>August 11: Ontario - <a href="#">Public Notice</a>   <a href="#">Agenda</a></li> </ul>



<b>External Engagement</b>	<p><b>2016</b></p> <ul style="list-style-type: none"> <li>• August 15: Sacramento - <a href="#">Public Notice</a>   <a href="#">Agenda</a></li> <li>• August 22: Sacramento - <a href="#">Public Notice</a>   <a href="#">Agenda</a></li> <li>• August: 25 San Diego - <a href="#">Public Notice</a>   <a href="#">Agenda</a></li> </ul> <p><b>2017</b></p> <ul style="list-style-type: none"> <li>• April 17-20: Partnerships Training in Monterey</li> </ul>
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Additionally, DPR Executives also attended various commission meetings and met with other stakeholder groups throughout the process.

Highlights and outcomes of the formal and informal external engagement sessions include:

- Increased acknowledgement of the importance of recreation when thinking about park operations.
- Detailed feedback on the importance of the grants function both to the recreation users and the local communities that support these programs.
- Highlighted the importance of the varied partnerships that currently assist implementation of the department's mission and the need to scale such activities.
- Identification of the importance of managing revenue sources.
- Value in creating a forum for the DPR and constituents to have a dialogue on priorities and needs.

This input informed the refinement of the organization structure recommendations.

## 2.0 California Department of Parks and Recreation Organizational Structure Opportunity Changes

### 2.1 Future Headquarters Organizational Structure

Changes to the DPR Headquarters, including structural changes and other process improvements, are listed below. To better support the services delivered by the field and the programs that impact park units and visitors, reorganization of headquarters resources will more directly support that focus by increasing communication and collaboration. This will require the headquarters organizational units to identify more efficient organizational structures and identify resources that can be reallocated to support field operations.

The following subsections highlight the changes in headquarters program alignment, as well as identified management practice improvements.

#### 2.1.1 Management Practices

In support of the organizational structure changes, several management practice improvements were identified to encourage more collaboration across divisions and units.

For example:

- **Process Improvements and Delivery** – Program areas identified improvements to process, as well as service delivery within their function and throughout the DPR. The process improvement activities will continue as the organization structure recommendations are implemented. Each division and program will provide executive staff with updates regarding their process improvement activities and progress.
- **Program Leadership Checkpoint Meetings** – These meetings would be convened to bring together like program areas to share best practices, lessons learned and other ideas and strategies to improve customer service and program efficiency. These checkpoint meetings would be facilitated by the various members of the DPR Executive Team to encourage collaboration.
- **Superintendent and Field Staff Checkpoint Meeting with the Director** – To foster increased communication between the field and the DPR Director, these meetings will be facilitated throughout the state on a regular basis.
- **Integrated Online Presence** – Several program areas identified opportunities for combined “landing” webpages that make it easier for constituents to identify information and services. The DPR Communications Division will take the lead in working with the Information Technology Office and various program areas to design the webpages.

- **Staff Roundtable** – The department will work with staff to discuss best practices and lessons learned. Participants will share ideas and strategies for process and program improvements.
- **Service-Based Budgeting Meetings** – Implementation of service-based budgeting provides the DPR additional insights about how budgets are allocated and dollars are spent division-wide. This will improve priority setting and communicate the relationship between fiscal resources and service levels in a clear and simple manner, informing both internal and external departmental budget discussions.

The following are highlights of the future organization structure.

### 2.1.2 Administration Division

Currently, the DPR's Administration Division (Administration) provides accounting, budget, business management, information technology, personnel, a graphic design shop and training services for the department. Administration also tracks and communicates policy changes to staff and incorporates these changes into the department's administrative manual. Lastly, guidance and support to field operation administration functions is also provided by the division.

The department identified Administration Division organizational structure changes and supervisory allocations that better align services with field needs. Some administrative resources will be reallocated in support of the field through the annual budget allocation process with an emphasis on staff levels. This shift will occur as positions vacate and resources become available throughout the transition process.

The benefits of this approach include:

- Shifts resources to improve service-delivery efficiencies.
- Aligns management structures for improved decision making.
- Improves alignment of work effort and resource allocation.

Transition activities for Administration Division organizational changes include:

- Implement identified management practices and process improvements.
- Move graphic design into an integrated graphic design function in the newly-formed Communications and Marketing Division.

### 2.1.3 Granting

Within the DPR there are currently three divisions performing all granting functions: External Affairs Office of Grants and Local Services (OGALS), Off-Highway Motor Vehicle Recreation (OHVMR) and Boating and Waterways (DBW).

Currently all three grant programs are managed end-to-end within their grant units. Grant staff are intimately involved in all facets of the grant process from application to award, construction, program development, compliance, final inspections/reviews and completion. This process may create an appearance of conflict, since the same grant staff perform advisor, technician and enforcer roles.

Under the new organizational structure, each of the three divisions will continue to provide planning and grant award services. After a grant is awarded, the newly-formed Facilities and Development Program in the Park and Recreation Division will perform the tracking and compliance functions. As was heard in the engagement process with external stakeholders, the grants process is important in support of recreation, as well as to local communities. The DPR will maintain this focus. The new *Grant Flow Chart* is outlined in Appendix I, page 63.

While this transition will result in the shift of responsibility for grant tracking and compliance, the granting divisions will continue to work closely with grantees by providing technical assistance in developing successful grant projects, coordinating feedback on types of services needed, providing a primary point of contact through the grant process and final concurrence of process and final grant payments.

The benefits of this new approach include:

- Improves separation of duties.
- Improves product of the grant deliverable.
- Improves grant service delivery

### 2.1.4 Legislation, Audits and Legal Divisions

Three divisions, representing standard executive functions for most state departments, will not be reorganized under the DPR's Organizational Structure Opportunities Project. These divisions include: Legislative Affairs, Audits and Legal Services. While they are all unique in their respective operations, they do interact with similar audiences. Therefore, there are opportunities for more collaboration and communication.

Legislative Affairs plans, develops, and implements legislative goals and strategies and develops legislative proposals on behalf of the department. Staff communicate the DPR's

position on legislative and policy issues and serve as the liaison between the department and the Legislature.

Other core responsibilities include:

- Introduces, analyzes, and monitors state and federal legislation.
- Ensures department bill analyses synthesize the policies, activities and resource needs of its myriad of programs.
- Responds to all California Legislature member and staff inquiries, and works with department staff to resolve constituent issues and concerns.
- Prepares for legislative hearings.
- Schedules, coordinates, and facilitates meetings between department staff and the Legislature.

The Audits Division performs all of the DPR's audit requirements, including financial, compliance, internal, management and other audits as necessary. Internal Audit functions are designed to independently review and report on the policies established by the director and DPR management. The responsibility of the Audits Division is to serve the department in a manner that is consistent with the Standards for the Professional Practice of Internal Auditing and with professional standards of conduct as the Code of Ethics of the Institute of Internal Auditors, Inc.

Legal Services provides client services to all departmental programs. This includes litigation, administrative law hearings, Public Records Act (PRA) requests, support for real property, personal property, intellectual property, contracts, donations, grants, facilities, labor and employment issues, Americans with Disability Act (ADA), Native American, environmental and cultural issues.

The leadership from Legislative Affairs, Audits, and Legal Services will work together to increase communication and collaboration.

The benefits of this approach include:

- Improves collaboration to improve service delivery within these functions and throughout the DPR.
- Streamlines services.
- Improves communication amongst these functions and throughout the department.

Transition activities for Legislative, Audits and Legal organizational changes include:

- Implement identified management practices and process improvements.

### 2.1.5 Division Boating and Waterways

The Division of Boating and Waterways (DBW) manages the boating and waterways program within the DPR. It is responsible for providing safe and convenient public access to California's waterways and leadership in promoting safe, enjoyable and environmentally sound recreational boating. In addition to statewide program management and oversight, this function provides policy and procedure development, and support services administered by districts, external agencies, and the public. Program management specific tasks include program creation, implementation, and evaluation, loan and grant administration, aquatic invasive species management, boating-related regulation creation and enforcement, licensing, operational administration, recreation consultation, training, research and planning, and acquisitions.

As noted in the engagement section of this document, the DPR hosted several engagement sessions with the public and stakeholders from the recreational boating community. During this process, the department heard about the important role the DBW serves as the state's expert in recreational boating-related matters. Stakeholders expressed the importance of maintaining a statewide focus on boating access, safety and education. There was also concern that over the years there has been a perceived diminishment of the role of the division. Stakeholders expressed that any reorganization effort should have a strong focus on enhancing services provided by the Division of Boating and Waterways, such as the grants and loans program.

The Operational Transition Plan supports maintaining the DBW as a specific division within the DPR, continuing to emphasize state and national nautical and aquatic programs. Specific programs within the division such as the grant and loan and aquatic invasive species programs will implement policies and practices to increase communication and information sharing with other departmental divisions. In addition, and in response to stakeholder comments regarding enhancement of services, the department will be creating recreational boating specific units within the Communications and Marketing Division and the Public Safety and Enforcement Program. This approach will ensure these important programs are not relegated to one division but instead embraced by the department as a whole. Thereby maintaining and enhancing services provided by the DPR to California's recreational boating community.

The benefits of this approach include:

- Retains aquatics and nautical expertise and focus.

- Maintains management responsibility over the Harbors and Watercraft Revolving Fund.
- Retains deputy director representing programmatic interests.
- Maintains best practices and industry standards.
- Improves separation of duties.

Transition activities for the DBW organizational changes include:

- Coordinate activities with DBW, OHMVR, and Community Engagement on grant and loan awarding activities.
- Identify processes to be used for fiscal tracking
- Create a transition plan and timeline.

### 2.1.6 Off-Highway Motor Vehicle Recreation Division

The Off-Highway Motor Vehicle Recreation Division (OHMVR) manages the off-highway vehicle program (OHV) within the DPR. This division provides support to the state vehicular recreation areas (SVRAs), leadership for OHV recreation statewide and nationally, and guidance and support for non-SVRA park units within the department on OHV-related issues. Staff work to support the growing demand for motorized off-highway vehicle recreation while at the same time fostering respect for private property rights and protecting California's natural and cultural resources.

In addition to providing managed accessibility to off-highway vehicle recreation, the OHMVR provides a variety of services and benefits to California's residents and visitors, including resource management of public lands, wildlife habitat protection, youth development, OHV safety training and OHV law enforcement.

During the engagement process, the DPR heard from many stakeholders about the importance of maintaining a focus on OHV recreation, as well as the grants program. The DPR supports maintaining the OHMVR as a division, continuing to support off-highway motor vehicle recreation programs throughout California.

Under this Plan, the department will leverage expertise in this division in areas such as marketing and grants compliance and tracking. For example, the grants compliance and tracking activities will coordinate with the DPR's Facilities and Development Program. And, the marketing resources will be aligned to the newly-formed Communications and Marketing Division and Community Engagement Division, as appropriate.

As discussed in the External Engagement Section of this document, the OHV community emphasized the importance of highlighting recreation throughout the department. With the inclusion of SVRAs into the department's park and recreation services districts, as opposed to the current separation between park units and SVRAs, the commitment to recreation is strengthened. In addition, with the creation of the DPR's Strategic Planning and Recreation Services Division there will be a focus on department-wide recreation planning activities.

The benefits of this approach include:

- Continues focus on environmental compliance.
- Maintains OHMVR division management responsibility over the Off-Highway Vehicle Trust Fund.
- Retains deputy director representing programmatic interests.
- Embeds recreation focus throughout the DPR.
- Maintains recreation industry leadership and expertise.
- Improves separation of duties.

Transition activities for the OHMVR organizational changes include:

- Coordinate with DBW, OHMVR and Community Engagement on grant and loan awarding activities.
- Identify processes to be used for fiscal tracking.
- Create a transition plan and timeline.

## 2.1.7 Park and Recreation Services Division

The function of the current DPR Park Operations Division is to oversee the delivery of program services in the field. To enhance the emphasis on the delivery of recreation programs, the division is being renamed as the Park and Recreation Services Division. The new division preserves a unified reporting structure and voice to facilitate coordination of activities across the programs underneath it.

Below are the programmatic areas of responsibility:

### 2.1.7.1 Field Operations Program

The DPR's current park operations structure uses two geographic-based division chiefs to help manage and supervise operations in the field. As the complexity of operations has



increased and the lessons learned have been identified, a change will be made to drive leadership support into the field by adding additional geographic-based chiefs who will be located in offices throughout the state.

The benefits of this approach include:

- Improves the level of support for district superintendents.
- Provides support to the programmatic structure implemented at the field level. See *Field Changes* in Section 2.2 of this document, page 35.
- Supports the geographic diversity and complexity of California's state park system.
- Drives headquarters management support closer to the districts.

Transition activities for the DPR's Field Operations Program organizational changes include:

- Establish new field region leader positions.
- Establish reporting locations.
- Establish operating norms for lead position.
- Modify management protocols, as appropriate.
- Create a transition plan and timeline.

#### 2.1.7.2 Facilities and Development Program

In order to combine architectural and engineering design services, real property management (acquisition), and district oversight, the divisions of Acquisition and Development and Facilities Management will move into the Park and Recreation Services Division, under a newly-formed program called the Facilities and Development Program. The new program will be responsible for managing the effective and efficient utilization of park facilities (e.g. buildings, grounds, roads, miscellaneous structures, systems, and rails). Effective maintenance, including housekeeping, will result in the best use of resources.

This transition will also result in the shift of responsibility for grant tracking and compliance to this program from the grant programs in the DPR. This transition is detailed in the *Grants Section* of this document, page 18.

An additional change is the merging of the Geographic Information Systems Unit (GIS) within the Planning Unit. The planning activities formerly aligned with the Acquisition and Development Division will be moved to the new Strategic Planning and Recreation Services Division.

The benefits of this approach include:

- Identifies a single point for decision making regarding park unit facilities.
- Streamlines services.
- Increases focus on park operations.
- Creates a more cohesive prioritization of workload.
- Enhances alignment of roles and responsibilities.
- Places the Americans with Disability Act (ADA) construction unit closer to park operations.

Transition activities for Facility and Development Program organizational changes include:

- Integrate programmatic components from Facilities and the Acquisition and Development Division.
- Integrate statewide trail programs.
- Identify an integrated grants tracking and compliance unit.
- Establish budget for new unit.
- Implement accounting processes for projects in OHMVR and DBW program areas.
- Create a transition plan and timeline.

#### 2.1.7.3 Cultural Resources Program

The DPR's Cultural Resource Management creates, develops, and implements the following core programs and activities at the district level:

- Cultural resource inventory.
- Evaluations and registration of eligible properties.
- Ongoing monitoring and condition assessments.
- Environmental mandate and professional standard compliance.
- Management of object/museum collections.

- Continuing research in relevant social science disciplines, resulting in new scholarship and management tools (such as unit land use and administrative histories).
- Partnerships with pertinent agencies, professional organizations and educational institutions.
- Cultural resource management training for district staff and volunteers.
- Consultation with Native American tribes and other cultural resource interest groups.
- Support of department outreach, community engagement, education, and interpretative programs and activities.

As it is currently aligned, the Cultural Resources Division reports to the Park and Recreation Services Deputy Director and will continue to focus on protecting historical, archeological, and curatorial resources. Included in this Operational Transition Plan is the integration of specific cultural resources program functions that service parks and OHMVR.

The benefits of this approach include:

- Enhances focus on protecting cultural resources.
- Provides enhanced cultural resource policy implementation to all park units.

Transition activities for Cultural Resources Program organizational changes include:

- Implement accounting processes for OHMVR projects.
- Create a unit transition plan and timeline.

#### 2.1.7.4 Public Safety and Enforcement Program

The current Law Enforcement Emergency Services Unit (LEES) provides leadership for the DPR at the management unit level for the provision of necessary public safety services. Responsibilities include law enforcement, resource protection, record keeping, evidence management, aquatic safety, community-oriented policing, emergency preparedness, liaison to the California Office of Emergency Services (Cal OES) and Homeland Security, telecommunications, emergency medical response, internal affairs, citizen's complaints, and required training.

LEES will change its name to the Public Safety and Enforcement Program. It will continue to provide the same services and establish closer coordination with OHMVR and DBW law enforcement activities. Included in this transition is the coordination of specific public safety functions that currently reside in the DBW. This transition will enhance DBW-related law

enforcement functions by taking full advantage of the DPR's statewide law enforcement expertise.

The benefits of this approach include:

- Broadens enforcement skills to entire DPR enforcement staff.
- Provides more well-rounded training to effect all types of recreation.
- Leverages law enforcement best practices across all programs.
- Strengthens communications between law enforcement emergency services headquarters leadership and field-level State Park Peace Officers.
- Promotes State Park Peace Officer professional growth, leadership development and supervisory training.
- Concentrates peace officer leadership, management, budgeting, communications, accountability, and professional growth within a comprehensive and consistent strategic model.

Transition activities for Public Safety and Enforcement Program organizational changes include:

- Create consistent management coordination of the Public Safety and Enforcement Program with the OHMVR Law Enforcement Program.
- Create a transition plan and timeline.

#### 2.1.7.5 Natural Resources Program

Natural resources management involves designing and implementing programs, plans, and projects to protect (restore and maintain) the natural resources of the park units in a given geographic area (e.g. district). Staff develop, prioritize, and manage resources on a large geographical scale and manage all projects and activities on department-operated lands in compliance with environmental and land-use regulations and law. The natural resources element of the DPR's mission requires the protection of outstanding and representative examples of California's natural and scenic values for the benefit of present and future generations.

The Natural Resources Division will be renamed to the Natural Resources Program and report to the Park and Recreation Services Deputy Director. The program will continue to focus on enhancing, restoring and protecting state parks' natural resources systems. Included in this transition is the incorporation of OHMVR and DBW-related projects into the DPR's Natural Resources Program. While the OHMVR and DBW divisions will retain natural

resource program management in their respective divisions, the newly-formed program will help to implement OHMVR and DBW specific projects. This will enhance the DPR's natural resource program delivery in a consistent and efficient manner throughout the state.

The benefits of this approach include:

- Maintains focus on protecting natural resources.
- Provides consistent natural resource policy implementation to all park units.

Transition activities for Natural Resources Program organizational changes include:

- Implement accounting processes for OHMVR and DBW-related projects.
- Create a transition plan and timeline.

#### 2.1.7.6 Interpretation and Education Program

The Interpretation and Education Program communicates the DPR's principles, traditions, and goals to the public by providing information about the parks' natural, cultural, historic, recreational and aesthetic resources, in both formal and informal learning environments. A variety of delivery modes and methodologies are used to enhance the visitor experience and to provide information that is accessible to the diverse population of, and visitors to, California. Interpretation and education is present at all levels of the organization and may include free and fee-based programs. Management is dependent on the use of quality, cutting-edge technology and the complexity of the interpretive and educational services provided. Interpretation includes (but is not confined to) facilities, programs, media, concessions and use of collections.

Some aspects of the program will report to the Deputy Director of Park and Recreation Services Division. A shift of the communications and marketing functions will be moved to the new Communications and Marketing Division to better consolidate like skills. Additionally, the Volunteer in Parks Program (VIPP) will move to the Partnerships Program within the Park and Recreation Services Division.

The benefits of this approach include:

- Retains the importance and emphasizes field-base interpretive activities.
- Allows for better alignment of skills and best practices to other divisions.

Transition activities for Interpretation and Education Program organizational changes include:

- Identify positions moving to the Communications and Marketing Division and the Community Engagement Division.
- Implement accounting processes for OHMVR and DBW-related projects.
- Update program mission and vision: Engage headquarters and field stakeholders to obtain feedback about future programming.
- Create a transition plan and timeline.

#### 2.1.7.7 Partnerships Program

To help coordinate and prioritize the focus on the activities and processes around partnerships, an Office of Partnerships was created in April 2016. The office provides liaison and support services for various partners such as, but not limited to, academic institutions, community-based organizations, concessionaires, cooperating associations, corporations, educational institutions, for-profit organizations, government agencies, non-governmental organizations (NGOs), non-profit park operators, potential partners, tribes and volunteers.

A partnership is described as the DPR working cooperatively with groups or entities to advance the mission of the state parks system and foster the mutual objectives of both (or all) parties. In addition to nurturing existing partnerships, this program initiates new, creative partnership opportunities.

Administrative duties include data tracking, instituting formal and informal agreements, facilitating proper reporting, and providing/coordinating training to partners and staff. This program will support partnership programs at the park unit, sector, or district levels depending on the quantity and complexities of partnerships in that geographic location.

The concessions function works to identify, solicit and support concession business partners. Concessions provides the public with goods and services that the DPR cannot provide as conveniently or efficiently, and may permit limited use of park lands as concession premises. This type of partnership also provides necessary and appropriate mission-based visitor services at fair and reasonable rates, while supporting a viable business structure that fairly compensates both the concessionaire and state parks. Ongoing business management will be critical to the success of the program and includes compliance monitoring, training, auditing, visioning, tracking and collecting rent and other revenue, collecting and submitting reports, yearly evaluations, and other related tasks.

Included in this transition is the name change for the Office of Partnerships to Partnerships Program and the integration of the Volunteers in Parks Program (VIPPP) into the program.

The VIPP is responsible for implementation of the statewide volunteer program which includes volunteer recruitment, motivation, retention and training. Other areas of responsibility also include coordination of volunteer programs outside of the VIPP, such as cooperating association volunteer programs in parks, and serves as the contact and liaison between the district, operational units, and/or park units.

The benefits of this approach include:

- 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 to the DPR and partners 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.

Transition activities for Partnership Program organizational changes include:

- Move VIPP from the Interpretation and Education Division to the newly-formed Partnerships Program.
- Create a transition plan and timeline.

#### 2.1.7.8 Field Administration Services

Field Administration (program support services) manages each district's administrative activities, including purchasing and property tracking, personnel management and training coordination, budget allocations, and fiscal tracking and accountability. This area tracks and communicates policy changes to the department operations manual and provides administrative support to field operation administrative functions.

Included in transition activities is the integration of the Park Pass and Reservation Office, which will move from Marketing into the Field Administrative Services Unit.

The benefits of this approach include:

- Increases consistency in administration support across districts.
- Aligns the Park Pass and Reservation Office closer to field operations.

Transition activities for Field Administration Services organizational changes include:

- Implement identified management practices and process improvements.
- Create transition plan for integration of the Parks Pass and Reservation Office.

### 2.1.8 Office of Historic Preservation

The Office of Historic Preservation (OHP) is the state agency primarily responsible for administering and implementing historic preservation programs in California. The OHP's role in cultural resources management and historic preservation is directed toward local, state and federal agencies throughout California, and approximately 60 percent of the office's budget is funded by the Federal Historic Preservation Fund, administered by the National Park Service. Although the OHP is administratively housed within the DPR, it has regulatory authority over certain state and federal activities related to historical resources, including DPRs' activities.

Six primary programs are administered by the Office of Historic Preservation:

1. Federal Agency Compliance with Sections 106 and 110 of the National Historic Preservation Act
2. Federal Rehabilitation Tax Credit Program
3. Local Government Assistance
4. Historical Resource Registration Programs
5. California Historical Resources Inventory System
6. Public Resources Code Section 5024 and 5024.5 Compliance

Also, the OHP plays an advisory or coordinating role in six other programs: CEQA as it relates to historical resources along with the Tribal Historic Preservation Officers, Governor's Historic Preservation Awards, California Main Street, Mills Act and Preserve America programs.

No organizational structure changes were identified for the OHP. However, enhancements for communication and collaboration between OHP and other divisions throughout the department will be adopted.

The benefits of this approach include:

- Increased collaboration and communication to improve service delivery throughout the DPR.

Transition activities for OHP organizational changes include:

- Implement identified management practices and process improvements.



## 2.1.9 Communications and Marketing Division

The current DPR's Communications Office connects staff and the public to California's state parks and the recreational programs supported by the department by providing proactive and reactive information to internal and external entities, via a myriad of communication tools including news releases, media inquiries, a public and internal website, weekly digest, social media, videos, and etc. Staff also collaborates with other government and private entities in statewide tourism marketing endeavors.

The Marketing Division is building a quality marketing, brand implementation, advertising, and public relations program and supports marketing/public relations efforts at the field state park level.

The Communications Office and Marketing Division will be combined into a single division – the Communications and Marketing Division. With this new division, the department will leverage marketing, internal/external communication, social media engagement and web management expertise from the DBW, OHMVR, and Interpretation and Education functions to achieve improved branding and marketing consistency.

Areas of responsibility under the new Communications and Marketing Division include:

- New public marketing effort to support the DPR's mission through the delivery of a measurable marketing plan. Benefits will include improved relevancy through targeted marketing, more visible branding and messaging, and inspiration for Californians to visit and get involved with parks. Financially, the department will realize benefits in the areas of partnership, volunteerism, fundraising, and etc., as well as increased revenue. Marketing effort will be crucial and will involve a rigorous market analysis, the creation and utilization of partnerships, identification of areas of potential revenue and programming enhancements. Synergies will be sought between the department and other entities.
- Internal marketing efforts to increase employees' awareness of events and/or programs within their park, sector, district and department.

The benefits of this approach include:

- Focuses marketing strategy and messaging across all of the DPR programs.
- Retains specialty marketing staff for programs, such as aquatic and recreation, and leverages that expertise for other department programs.
- Retains the focus on DBW and OHMVR specific marketing needs, while leveraging the skillset and knowledge throughout the DPR to provide on-brand and consistent messaging.

- Achieves cost savings by eliminating a Deputy Director.
- Creates an enterprise view of communications and marketing resources, contracting and messaging.
- Makes it easier to establish and benchmark best practices.
- Allows for faster communication and dissemination of news and updates.

Transition activities for Communications and Marketing Division organizational changes include:

- Implement accounting processes for OHMVR and DBW-related projects.
- Create a division vision and mission: Identify stakeholders and engage headquarters, field staff and stakeholders.
- Create a transition plan and timeline.

## 2.1.10 Community Engagement Division

The current External Affairs Division provides direct services to fulfill the DPR's required strategic initiatives to enhance and develop engagement with all communities. Special attention is given to underserved and underrepresented community areas, increasing the system's relevancy to all Californians.

The division will be renamed to more accurately reflect the focus on the community stakeholders. The new division will be called the Community Engagement Division. Specific functions of the Community Engagement Division include recruitment, capacity building, grant awarding (OGALS) and support for programs such as Outdoor Youth Connection and FamCamp. As outlined in section 2.1.3 of this document, the grant tracking and compliance functions of the former External Affairs Division will be transferred to the Grant Tracking and Compliance Unit in the Facilities Management Program.

In addition to the work above, the Community Engagement Division will focus on the following ongoing activities:

- Coordinate with regional community liaisons for relevant, cohesive communications development and delivery.
- Work with district staff to ensure a diverse approach in operations, hiring, literature, messaging, public programming and cultural awareness of local communities.

- Pursue partnerships with community-based organizations, local educational institutions, and other park and outdoor recreation providers to help co-develop/produce broad, engaging and inclusive programming.
- Leverage resources to recruit participants, implement programs, overcome economic or cultural barriers, and conduct follow-up and tracking of results; enhance, incorporate, and grow existing successful programs to underserved and diverse populations.

The benefits of this approach include:

- Improves separation of duties.
- Improves product of the grant deliverable.
- Improves credibility of grants programs.
- Aligns statewide community engagement more closely with field community engagement.
- Reestablishes the recruitment program to increase the candidate pool of the exam lists that reflects the diversity of the state.
- Ensures the scalability of the community engagement and history programs that were launched during the DPR's Transformation effort.
- Aligns the Human Rights Office consistent with statute.

Transition activities for Community Engagement Division organizational changes include:

- Establish budget for new unit.
- Coordinate with Facilities and Development on the integrated grants tracking and compliance unit.
- Coordinate with DBW, OHMVR and Community Engagement on grant and loan application and awarding activities.
- Create a mission and vision for the division.
- Create a transition plan and timeline.

## 2.1.11 Strategic Planning and Recreation Services Division

To continue the progress made through the DPR's Transformation effort, the Strategic Planning and Recreation Services Division will be created. This new division will provide support for monitoring and implementing the Transformation projects underpinning the four strategic goals. In addition, this division will strengthen the DPR's planning functions including strategic planning. A new deputy director will be established to lead the new division.

The planning function that is incorporated into this new division is comprised of staff with expertise in coordinating department efforts with respect to general planning, specific area planning, environmental reviews and elements of defensive planning.

The new division will include a revenue generation unit that will analyze past, current and future potential revenue development ideas, programs, and opportunities. Duties include support of field staff and existing strategies, as well as implementation of new strategies to maximize revenue within the DPR. A robust revenue program is essential to the DPR's long-term sustainable park funding strategy.

The benefits of this approach include:

- Establishes a culture of innovation.
- Continues Transformation progress.
- Fosters continuous improvement.
- Improves ability to look at longer-term recreation and visitor trends.
- Elevates importance of park-unit planning.
- Implements department-wide strategic planning processes.

Transition activities for Strategic Planning and Recreation Services Division organizational changes include:

- Budget for new unit.
- Create deputy director position and conduct hiring activities.
- Implement accounting processes for OHMVR and DBW-related projects.
- Create a mission and vision for the division.
- Create a transition plan and timeline.

## 2.2 Field Future State

As compared to the current field organization chart from 2007 in Appendix D (page 45), the updates to the field are as follows:

### 2.2.1 District Boundary Changes

#### 2.2.1.1 Background

A full-scale review and update of the DPR's District Boundaries has not taken place since the early 1990's. A number of incremental updates to district lines have taken place over the years to address ad hoc operational challenges. However, some district boundaries have not been evaluated and updated in over 20 years.

The department's reorganization efforts presented an opportunity for a comprehensive review of the existing district boundaries. This also provided the ability to identify additional opportunities for improving service delivery, execution of the mission in the field, and to strengthen the DPR's commitment to enhance recreation in all field units.

#### 2.2.1.2 Approach

The Transformation Operations Committee (Operations Committee) researched operating models from around the world and reviewed the guiding design principles and objectives established for the entire organization structure initiative. The Operations Committee then established the district boundary evaluation criteria, which included:

- **Geography** – All park units within a district should be within a day's drive, reasonably accessible to district management. Geographically close park districts and units should be evaluated to determine opportunities to unify services and enhance service delivery.
- **Size** – The number of park units within each district and/or size of area managed should be balanced with the level of complexity of district operations.
- **Complexity** – The level of complexity of district operations is based on a number of factors such as number of park units, types of units, visitation levels, overall operational levels and district size.
- **Management Focus** – When appropriate, align geographically close park units with similar management focus (e.g. aquatics, revenue generation, recreation, etc.).

The Operations Committee then developed a number of district boundary options for evaluation. As stated in the Engagement Section 1.2 of this document (page 10), the options were presented via workshop to the DPR's District Superintendents (DS) in two

separate meetings. Both groups identified the same preferred option, and also began discussing district division boundaries.

Based on established guiding principles, criteria, insights from the DS meetings, and the analysis of the Operations Committee, the Exec Subcommittee drafted a new district boundaries map, reflecting the proposed updates. This map is provided in Appendix G (page 49). As a result, the district boundaries changed from 18 park districts and four (4) OHMVR districts to 21 integrated park districts.

Specifically, the changes reflect geography, existing partnerships (e.g. nonprofits, governmental agencies, concessionaires and volunteers) and operational complexity considerations.

The table below summarizes the changes:

<b>Districts with no changes or minimal change to existing boundaries:</b>	<b>Districts that will undergo more significant changes such as the realignment of multiple park units to other districts:</b>
<ul style="list-style-type: none"> <li>• Angeles</li> <li>• Central Valley</li> <li>• Channel Coast</li> <li>• Gold Fields</li> <li>• North Coast Redwoods</li> <li>• Northern Buttes</li> <li>• Oceano Dunes</li> <li>• Orange Coast</li> <li>• San Diego Coast</li> <li>• San Luis Obispo Coast</li> <li>• Santa Cruz</li> <li>• Sierra</li> <li>• Sonoma-Mendocino Coast</li> </ul>	<ul style="list-style-type: none"> <li>• Bay Area</li> <li>• Capital</li> <li>• Colorado Desert</li> <li>• Inland Empire</li> <li>• Monterey</li> <li>• Newly-created district in the Diablo Range</li> <li>• Ocotillo Wells</li> <li>• San Andreas (incorporated into District 9 and Tehachapi)</li> <li>• Tehachapi</li> <li>• Twin Cities (incorporated into Gold Fields)</li> </ul>

In addition to the above district boundary changes, it was recommended that California's state park system be divided into four geographic areas, in order to facilitate improved field support. This change is discussed in the *Field Operations Program Description* - Section 2.1.7.1 of this document.

### 2.2.1.3 Summary of Benefits

It is anticipated that the proposed district boundary updates will facilitate alignment of district size and complexity to support:

- Enhanced services to the public.
- More manageable and unified operations.
- Service continuity.
- Improved allocation of resources.
- Streamlined services.
- Elevation of OHV recreation to equal footing to other state park activities.

Transition activities for District Boundary organizational changes include:

- Fill open district superintendent positions to support the new boundaries.
- Rename districts, if applicable, and make other necessary changes.
- Formulate new district budget allocations.
- Establish new district offices, where applicable.
- Create statewide and district-by-district transition plan and timeline.

### 2.2.2 Field Organization Structures

Through the analysis of the Operations Committee and the Executive Subcommittee, it became clear that there are multiple organizational models that could apply to the districts based on the specific needs and characteristics of those districts. Specifically, there are three models:

- **Fully Sectorized Organization Structure** – The fully sectorized operating model is managed by a single DPR District Superintendent (DS) with subordinate sector and program managers. Sector supervisors report to a sector superintendent, while core program areas (administrative, facilities, natural resources, cultural resources, interpretation and education, and public safety) report to the DS functioning as program managers.
- **Programmatic Organization Structure** – This approach uses straight-line supervision through core program managers to park units. The standard

programmatic organization chart would require (administrative, facilities, natural resources, cultural resources, interpretation and education, and public safety) programs with associated appropriate level of supervisory classification.

- **Hybrid Organization Structure** – This approach is a combination of the programmatic management structure and utilization of a sector manager at specifically identified park units.

The Executive Subcommittee evaluated and identified the appropriate model for each of the 21 districts. Also, while under the direction of the OHMVR, off-highway vehicle recreation is fully embraced in the Parks and Recreation Services. The new organizational structures allows the department to allocate resources closer to the service delivery function.

The benefits of this approach include:

- Opens leadership opportunities to all program managers and external candidates.
- Aligns with and incorporates service-based budgeting.
- Improves tracking of programmatic duties.
- Improves delivery of services.
- Allows reallocation of positions/talent to priority areas.

Through this change, no layoffs will take place. The reorganization does not affect rank-and-file classifications. Any changes to non-rank-and-file positions will be conducted under the appropriate seniority process.

In order to support the diverse needs of the districts, the Deputy DS I position will be used. In addition to the DSII position, to support districts where the level of complexity is at the highest level due to programmatic and geographic challenges.

Transition activities for the Field Organization Structures organizational changes include:

- Engaging unions and associations. *Note: Letters were sent to unions advising them of the Organizational Structure Opportunities Project.*
- Notify staff in impacted classifications.
- Notify staff of open positions for impacted classes.
- Engage all department staff.
- Create and implement a transition plan and timeline.



## 3.0 Next Steps

As the DPR works through the specific transition activities, the Organizational Structure Opportunities Project will be monitored by the director and chief deputy director through regular executive staff meetings. The department will identify priorities, appropriate sequencing of changes and other interdependencies.

Specific areas to monitor include:

- Governance of processes and decision making necessary to implement the detailed recommendations. Communication strategies for department leaders, all staff and other control agencies.
  - Create a transition plan-specific communications document that will identify the sequence of messaging necessary to prepare the organization for the changes, to communicate the status of changes as they progress, and provide an opportunity for questions and answers.
- Engagement of external stakeholders as the changes are analyzed and rolled out.
  - Creating an external engagement plan will help identify opportunities to share transition activity status and key messaging as appropriate.
- Process improvement opportunities to track implementation of management best practices throughout the DPR.
  - Reporting on process and management practice improvements will help the department track the progress of the teams and will identify best practices and strategies that can be further shared across the department.
- Project management tracking progress and reporting status and issues, as appropriate.
  - Tracking and reporting on the status of the numerous transition activities related to both organizational changes and management practice improvements will help the DPR identify any potential resource constraints, issues, and risks that may impact progress. Maintaining a project schedule that documents interdependencies will be important for resource allocation and understanding the timing of impacts.

In support of the DPR's Director and Chief Deputy Director, the newly created Strategic Planning and Recreation Services Division will develop a tracking and reporting process, which will be coordinated with the department via executive staff meetings.

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## Appendix A: Project Timeline

### 2015

- Transformation Team Operations Committee is formed to address Organizational Structure Initiative (Initiative). The committee defined strategic goals and scope, developed organization design principles and management practices, and completed current state analysis that resulted in a “Field Organizational Chart Criteria and Definitions” document.
- Top DPR leaders met and received an update on the Initiative. The executive team sought feedback on the “Field Organizational Chart Criteria and Definitions” document and on what functions should be provided at the field level.
- Top DPR leaders met and received an update on the Initiative. Leaders were presented with an analysis of duplicative functions at the headquarters level. The executive team sought feedback on the following items: Headquarters Organizational Chart Criteria and Definitions document; what functions should be provided at headquarters; and on the future headquarters organizational structure.

### 2016

- Identified opportunities, at the headquarters level, to eliminate duplicative services, realign divisions and programs to better support field operations, and achieve desired future state capabilities.
- Reviewed and developed several important documents related to the Organizational Structure Opportunities Project and conducted a high-level district-by-district discussion to begin identifying current district challenges through district update. Documents that were reviewed included: current and historical district boundary maps, district and regional maps from other state agencies. A district boundary evaluation criteria was developed.
- Top DPR leaders met and received an update on the Initiative. The executive team sought feedback on proposed headquarters and field organizational improvement opportunities, and shared the plan for engaging with internal and external stakeholders.
- Identified opportunities to realign some field districts in order to balance geographical and operational complexity, flatten field management structures, and establish career paths to leadership for a broad range of professional backgrounds. The Transformation Operations Committee also engaged in several working sessions to

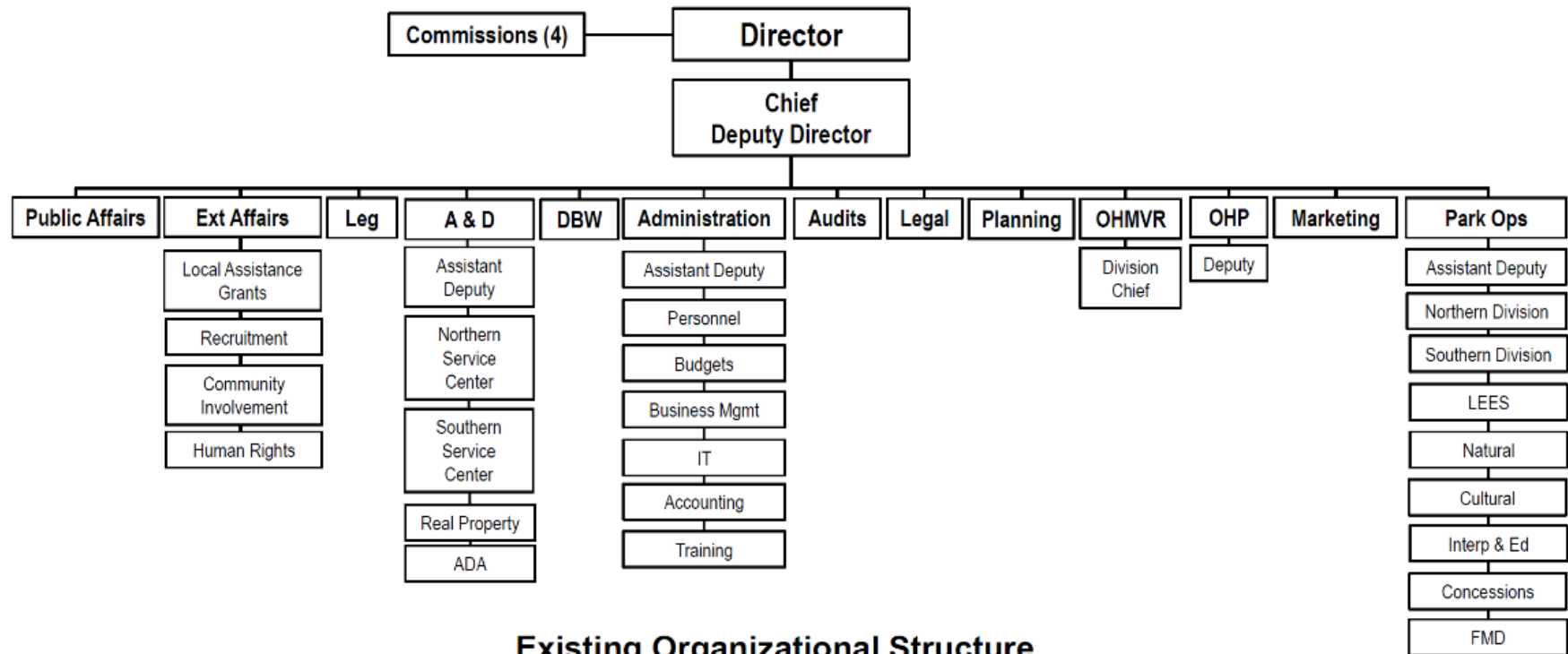
draft and discuss sample district map scenarios representing various district boundary update opportunities.

- Initiated headquarters engagement by meeting with deputy directors and supervisory staff. Continued headquarters engagement in July through a series of topical engagement meetings held with headquarters program supervisors.
- Initiated field engagement consisting of two field division meetings with District Superintendents, one for the Southern Division and one for the Northern Division to share proposed field improvement opportunities and collect input on potential changes to district boundaries. Reviewed field engagement input and drafted a new district boundaries map reflecting the proposed district boundary updates.
- July-August: Initiated external engagement in July, commencing with a public meeting with OHMVR constituents. Continued external engagement through August, holding public meetings with OHMVR, DBW, and Parks and Recreation constituents.
- Continued headquarters engagement, held follow-up meetings with assigned teams to develop proposed programmatic organizational structures and document key considerations and impacts of proposed headquarters organizational updates.
- Continued field engagement, held meetings with districts regarding proposed updates to district boundaries, and evaluated district organizational structure options. Documented key considerations and impacts of proposed field organizational updates.
- Engaged legislators and key constituents about potential impacts that may result from changes to the DPR organizational structure and district boundaries.
- Began drafting a transition plan including communications and Organizational Change Management activities.

## **2017**

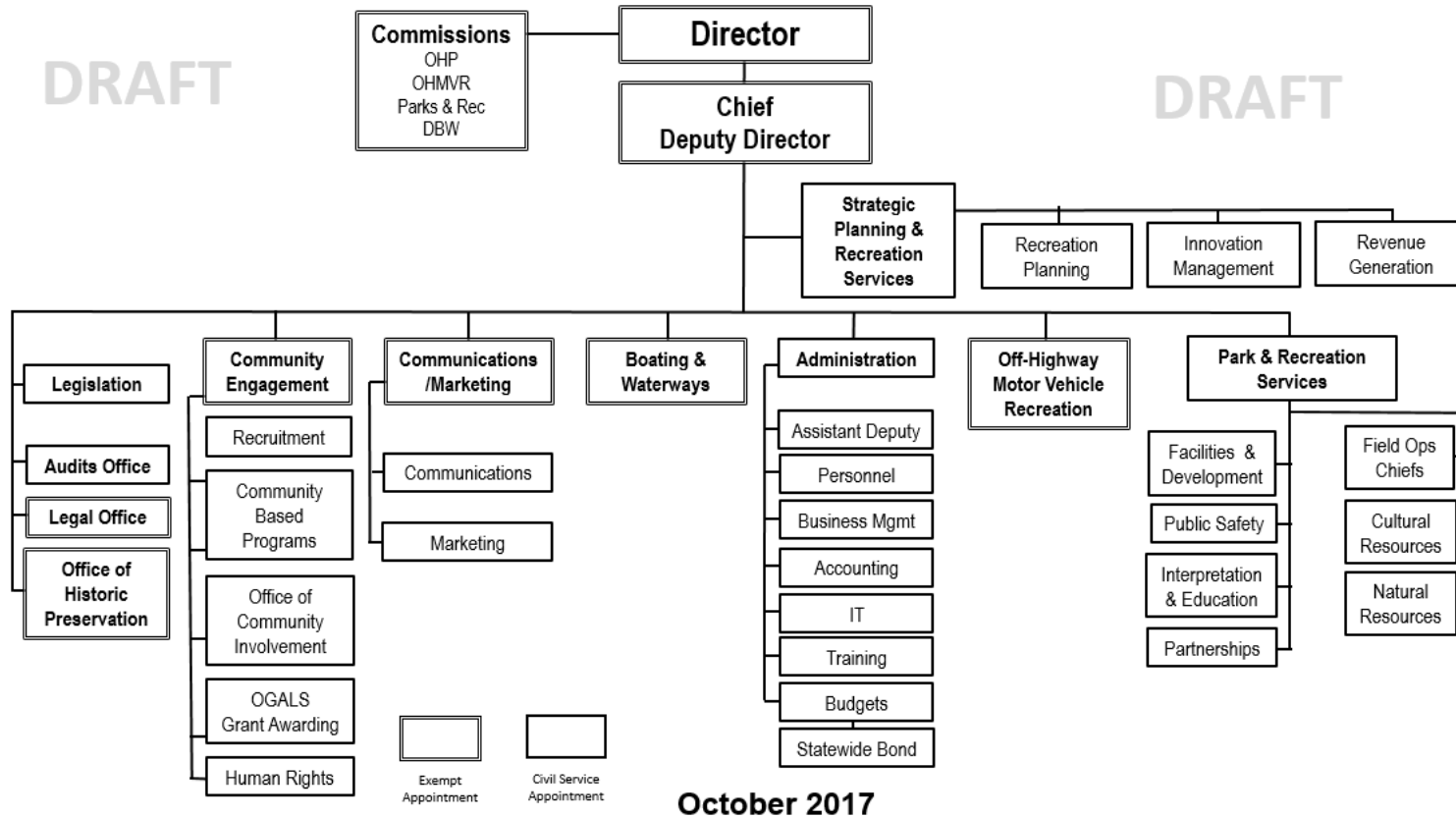
- Briefed DPR leaders on organization structure status.
- Finalized the new organization structure components.
- Completed the final organization transition plan.
- Commenced implementation of new DPR organizational structure.

## Appendix B: Current Headquarters Organization Chart



## Appendix C: Future Headquarters Organization Chart

### California Department of Parks and Recreation – Draft Organization Structure



## Appendix D: Current Field Organization Chart (Sectorized)

### DISTRICT STRUCTURE Preferred Model Organization Chart

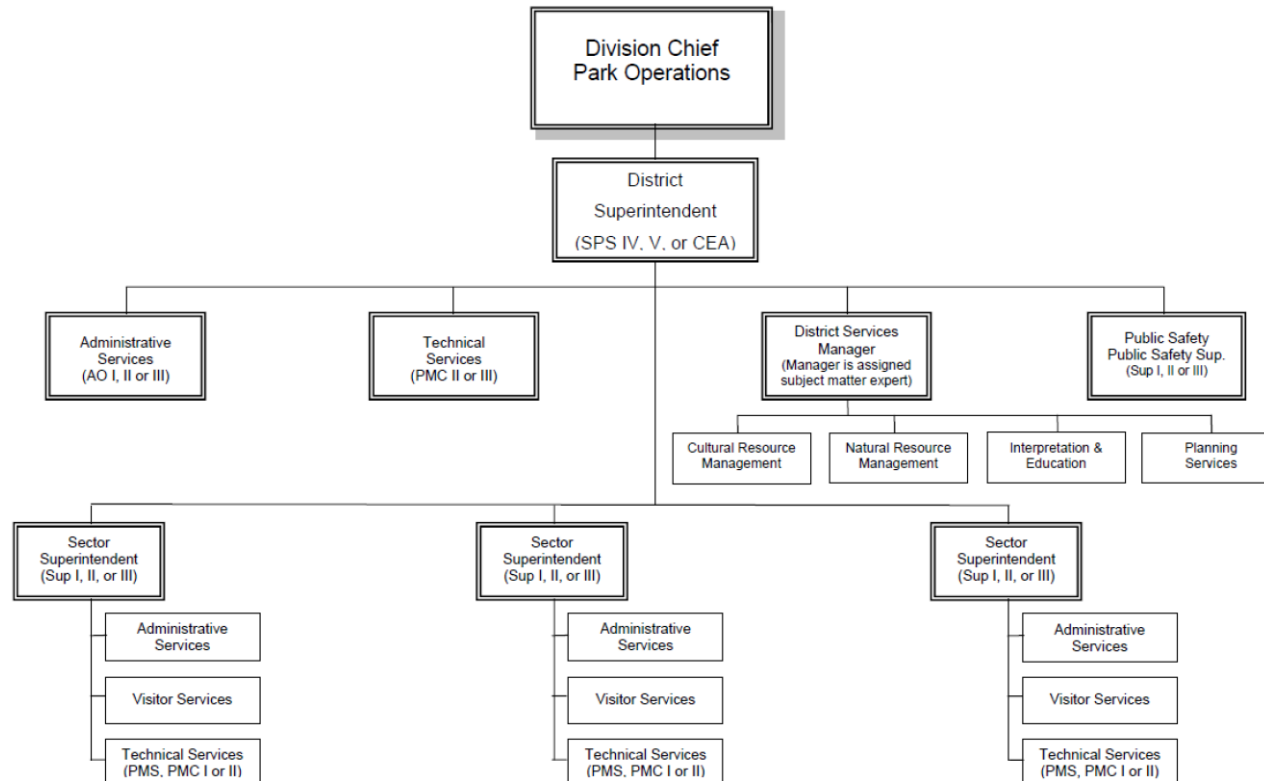
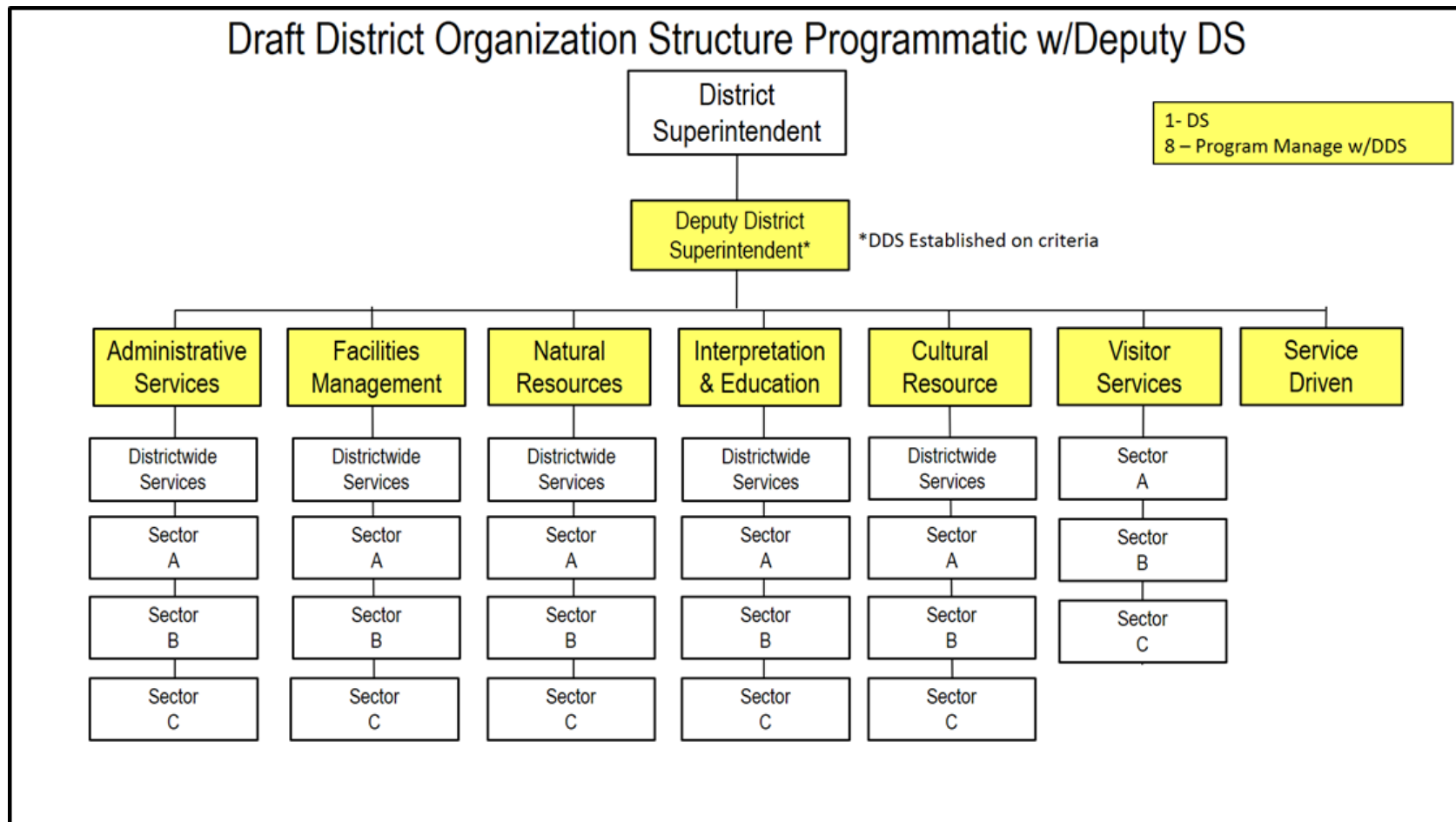


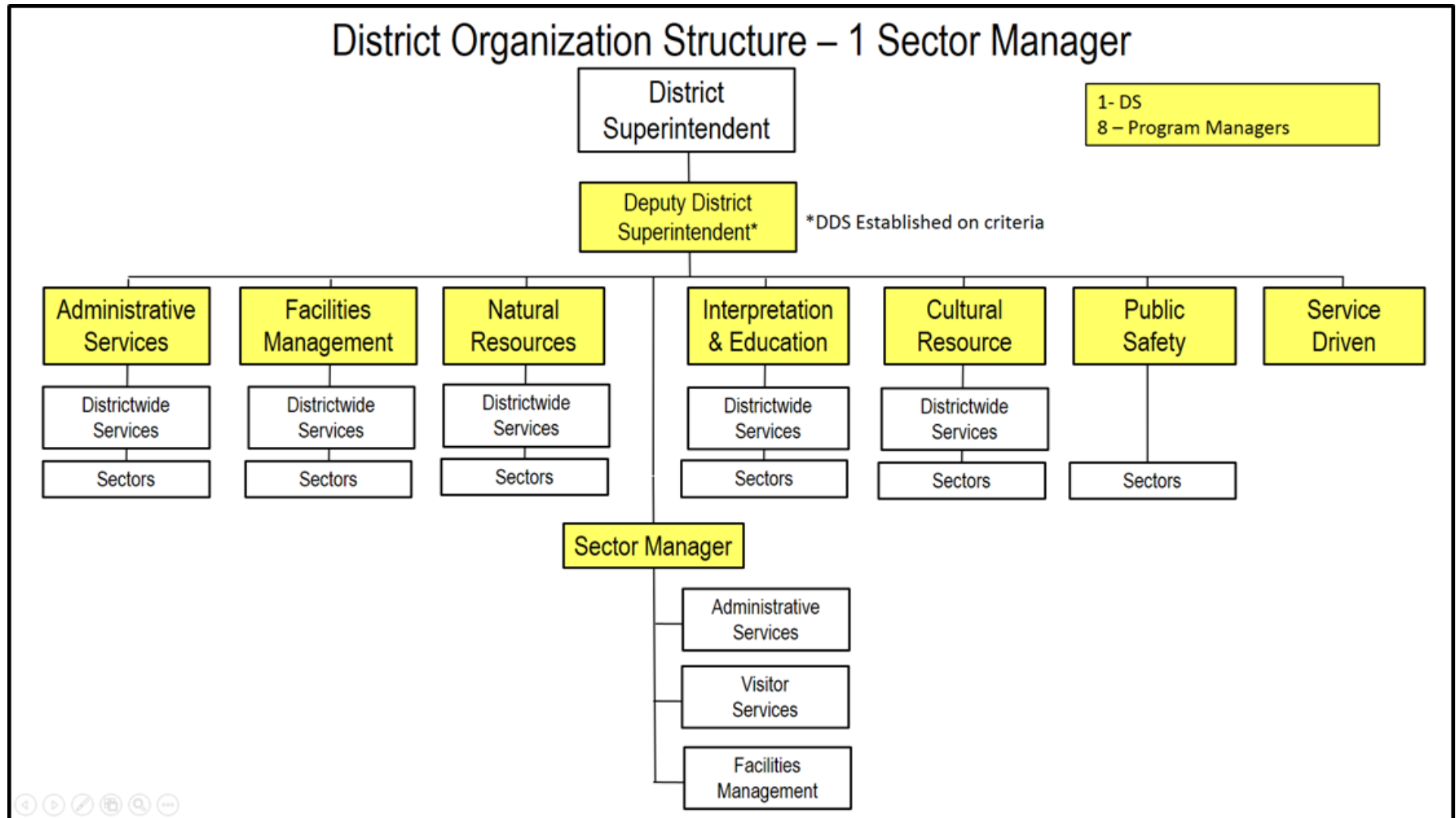
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## Appendix E: Future Field Organization Chart (Programmatic)

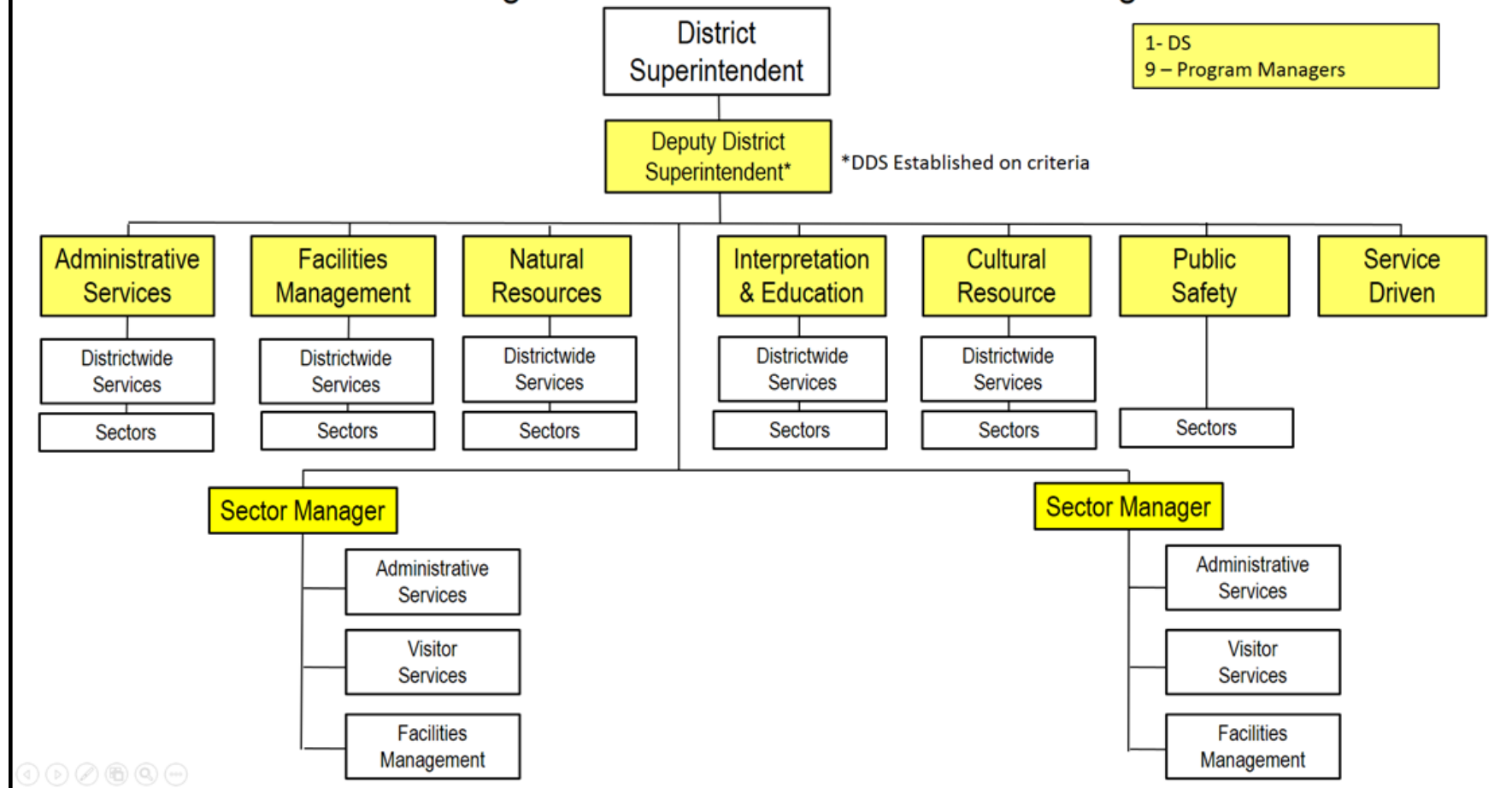




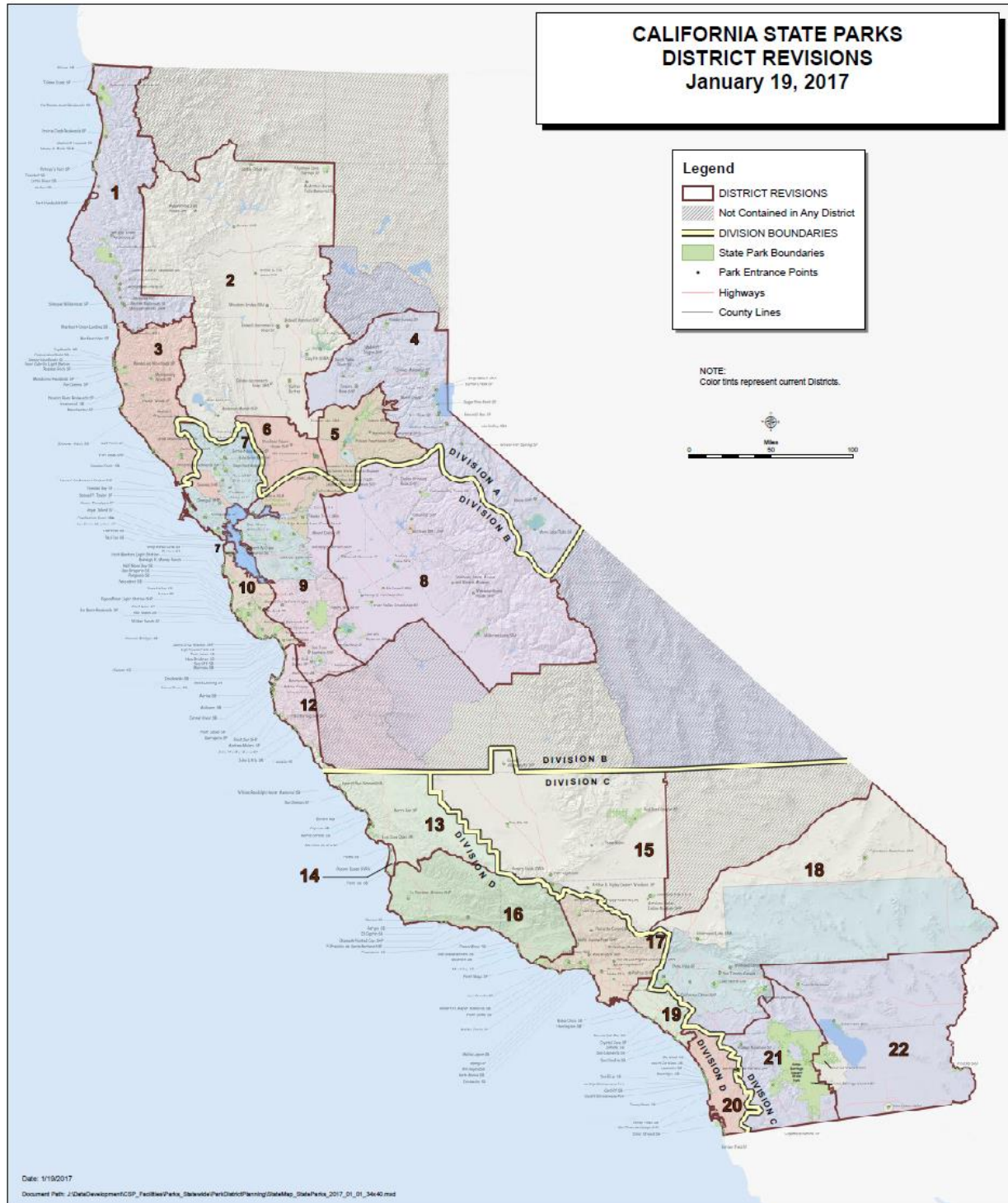
## Appendix F: Future Field Organization Chart (Hybrid)



## District Organization Structure - 2 Sector Managers



## Appendix G: Future District Boundary Map



## **Appendix H: Operations Committee Workshop - Organization Chart Criteria and Definitions Document**

*(As of June 2015)*

# Organization Chart Criteria and Definitions

## I. Background

### Introduction

The Operations Committee was created to examine the existing State Parks Department organizational structure, analyze organization structure options, align positions classifications and qualifications, and implement beneficial changes within the 2017 Desired Future State. Comprised of Transformation Team members and other key Department leaders, the Operations Committee thoroughly researched other state park departments' organization structures, reviewed California State Parks previous organization structures (dating back to the mid-1970s), and evaluated a multitude of organization models. As a result, the Committee created this detailed Organization Chart Criteria and Definitions document, which describes the Committee's vision and approach, design principles, management practices, required programs, and service-driven functions.

### Committee Vision and Approach

The Department values all program areas and staff members, and the Committee's aim is to develop organizational structures that will create opportunities for leadership from all relevant backgrounds and experiences. While some program management functions are required for successful delivery of mission-based services, others are strictly required in all organizational circumstances. An organizational structure that recognizes this will enable the Department to prioritize the professional operation of DPR and to identify a sustainable level of public service and mission stewardship. This approach will also better prepare the management units to respond to the annual budget modifications that are expected from Service-Based Budgeting. The realignment of the Department's organizational structure requires all employees to "buy in" (or, minimally, to understand) the desired state of the Department. Staff across the command structure must recognize and share the vision; those that do will have the opportunity and capacity to rise in the organization. As a result,

the Department can invest its training and mentoring efforts in those most likely to positively impact the Department's long-term success.

## II. General Design Criteria and Definitions

### Design Principles

The following design principles will guide the Committee's creation of organizational structures, through which all core and support programs can successfully meet their mission-based goals and professional standards:

- Base organizational structures on the **needs and functions of individual units** in order to meet the system-wide mission and to satisfy regulatory and disciplinary requirements.
- Design a **scalable organization** to accommodate the State's cultural, natural, and geographic diversity.
- Ensure **proper division of labor**, where managers manage, supervisors supervise, and staff complete staff work.
- Position decision-making and direct service as **close to its service delivery point** as appropriate.
- **Eliminate redundancies** to consolidate similar services and functions and institutionalize competency, efficiency, and effectiveness.
- Provide **clear career paths** within the organization's structure to consistently advance management opportunities for all staff via flexible management models.
- Establish management levels for effective and efficient operations.
- Develop a customer service ethic that **prioritizes collaboration within the department** and identifies the public interest as our purpose.

### Management Practices

Management practices characterize the consistent actions taken to operationalize the design principles, thereby creating the conditions for a high-performing Department. Fundamental management practices include:

- Focusing on accountability and responsibility
- Enabling career ladders/paths
- Hiring the best candidate

- Clearly defining roles and responsibilities, whereby managers manage and supervisors supervise
- Utilizing matrix management/hybrid model
- Making data-driven decisions
- Managing projects strategically
- Making research-based management decisions

The preceding management practices are detailed in the following sections.

## Accountability and Responsibility

Each discipline and career path in the Department will have a stated set of guidelines that clearly identify the ethics, internal rules, and expectations necessary for advancement. The principles and practices will embody a commitment to internal and external accountability. The aim of comprehensive accountability is to improve conduct and progressively reinforce the Department's commitment to excellence across both policy and personnel.

Together, personnel and policy accountability will legitimize and demonstrate the Department's commitment to excellence in all facets of our mission.

Department organizational charts—working in tandem with updated operational manuals, classification specifications, and duty statements—must clearly identify the staff member that is responsible and accountable for decisions at each functional and operational level of the Department.

## Career Ladders

Each organizational chart will facilitate a career ladder designed to formally progress interested and qualified staff to a higher level of job responsibility. A career ladder is designed for promotional opportunities, supervisory and managerial experience, and succession planning. Each organization chart will provide an opportunity for supervisory/managerial experience in district required programs and service-driven functions.

## Hire the Best Candidate

The organization will hire the best qualified candidates (from within or from outside the Department), with emphasis placed on filling positions in an efficient and effective way. Hiring managers and supervisors will analyze position requirements, recruit broadly, and efficiently screen and select applicants. Hiring and integrating staff into the organization will be treated as an important ongoing function that supports the integrity of service delivery. Each position in an organizational chart will be identified in a recruitment, retention, and mentoring plan. This plan will map out a strategy for attracting and hiring the best



qualified candidates, and ensure that they make the maximum contribution to the performance of the unit operation.

## Managers Manage and Supervisors Supervise

In order to efficiently and effectively operate the Department, and consistent with the design principle of positioning “decision-making and direct service as close to its service delivery point as appropriate,” a clear hierarchical division of labor is required for implementing the Department’s operational structure. This principle dictates that the “manager’s role is to manage”, the “supervisor’s role is to supervise”, and that staff will be charged with the completion of staff work. Managers and supervisors are expected to ensure clarity of staff responsibilities and deliverables, provide sufficient resources for those responsibilities and deliverables, offer guidance and support, and hold staff accountable. Staff are expected to fulfill their responsibilities and produce expected deliverables. The Department’s operational structure will enforce this principle, creating responsibility amongst all levels of disciplines and programs. A tiered structure provides support for career development opportunities and lateral program experience at all field, supervisorial, and management levels.

This framework clarifies responsibility for each functional level of the Department’s hierarchy. Standard structural personnel levels should include seasonal staff, field staff, first-line supervisors, discipline program managers, multi-program managers, system-wide managers, and executive(s).

## Matrix Management/Hybrid Model

Organizationally, the Department shares attributes of standard geographic, programmatic, customer, and matrix models. Organizational models will combine critical attributes, characteristics, and deliverables from each of these models to create the most appropriate organizational structure.

“Matrix management” is the practice of managing individuals with more than one direct supervisor. For example, a staff member may be supervised by one supervisor, but also be assigned to different projects and thus report to different supervisors. Therefore, an individual staff member may be assigned to work under several supervisors to get his or her job done. The term matrix management is also commonly used to describe managing cross-functional, and cross-traditional vertical, management models. Matrix management utilizes the diverse, multidisciplinary mission-based programs to create the structured job assignments and experiences for team management that is required to qualify for advancement. Matrix management in practice is used by multidisciplinary project management teams to execute program and department administration.

## Data-driven Decision-making

Data-Driven Decision Management (DDDM) is an essential business practice that values decisions supported by verifiable data. Managers and staff at all levels of the Department will base their decisions on the best available information obtained from systematically collected data. Staff will collect and accurately report data that has been identified as necessary for future decision-making. The Department will implement state-of-the-art systems, while managers will be responsible for staying abreast of developments in their field and fostering innovation to ensure that high-quality services are provided. The immediate capture of current and accurate information across all programs is crucial to the Department's ability to make data-driven, evidence-based decisions. The Department will conduct all programs in such a manner that they provide an ever-increasing amount of high-quality information that is readily available for park manager's analysis and use in decision-making.

## Project Management

The ability to professionally manage and deliver the wide variety of projects and programs undertaken within the Department is essential to maintaining the delegated authorities granted to California State Parks. Accepting the delegation of authority to internally manage, develop, and deliver projects and programs requires the Department to follow all of the guidelines and controls. This includes technical and high-risk examples such as professional Construction Project Management (as outlined in State statutes and policies). Subsequently, the Department takes on the responsibility to oversee the scope, budget, and schedule for any erection, construction, alteration, repair, or improvement of any public structure, building, road, or other public improvement of any kind.

Understanding, controlling, and accurately reporting on a project's scope, budget, and schedule is the responsibility of a Project Manager. A DPR Project Manager must be aware of the professional practices of Project Management such as the responsibility for the planning, execution, and closing of any project. His or her Operational Functions must be applied to all projects undertaken by the Department without regard to project type, implementation methods, or funding sources.

## Research

Best management practices require relevant, accurate, and up-to-date data to ensure the most informed decision-making and management practices. Therefore, the Department must recognize, support, and implement high-quality, cutting-edge academic and professional disciplinary research as the foundational basis of management decisions for all core programs and functions. Such a commitment should also be implemented in all professional and disciplinary activities.



In addition to the design principles, the development of organizational structures must take into account and strive to foster the success of the following key elements:

- Required Programs
- Service-driven Functions

These key elements are described in the following sections.

## III. Field Specific Programs and Functions

### Required Programs (Field)

Required programs (program manager staff that report directly to the District Superintendent) should, at a minimum, represent the six core mission areas and administrative support services listed below.

- Administrative/Program Support
- Asset/Facilities
- Cultural Resources
- Interpretation and Education
- Natural Resources
- Public Safety and Enforcement

Additional detail on the required program areas and support services is provided in Appendix A.

### Service-driven Functions (Field)

Service-driven functions are management functions that should be assigned to the operational mission programs based on management function size, political importance, or organizational need. These functions can be combined within other programmatic areas or remain as stand-alone programs. These mission programs/management assignments would be supported by the organization design principles and service-based requirements.

The following service-driven functions will be represented either individually or at a Park Unit, Sector, or District level (depending on local needs, conditions, and service-based requirements):

- Community Engagement
- Concessions Management
- Defensive Planning and Compliance
- Marketing/Public Relations
- Partnerships
- Recreational Services
- Revenue Development
- Technology
- Volunteer Management

The service-driven functions are described in Appendix B.

## IV. Headquarters Specific Programs and Functions

### Required Programs (HQ)

TBD

### Service-driven Functions (HQ)

TBD

# Appendix A:

The following are the definitions of required program:

## Administrative/Program Support

Administrative/Program Support Services manages the district's administrative functions, including purchasing and property tracking, personnel management and training coordination, budget allocations, and fiscal tracking and accountability. Administrative Services manages programs such as DPR housing, accounting, contracting, and IT services. This area also tracks and communicates policy changes to the Department Operations Manual and provides administrative support to field operation administrative functions.

## Asset/Facilities

Asset/Facilities Management and implementation ensures the effective and efficient utilization of park facilities (e.g. buildings, grounds, roads, miscellaneous structures, systems and trails). It includes all work required to preserve a facility in such conditions that it may be used for its intended purpose, for the optimum length of time. Effective maintenance, including housekeeping, will result in the best use of resources and the avoidance of lost service and high repair or replacement costs.

## Cultural Resources

Cultural Resource Management (CRM) creates, develops, and implements the following core programs and activities at the district level: Cultural resource inventory; evaluations and registration of eligible properties; ongoing monitoring and condition assessments; environmental mandate and professional standard compliance; management of object/museum collections; continuing research in relevant social science disciplines, resulting in new scholarship and management tools (such as unit land use and administrative histories); partnerships with pertinent agencies, professional organizations, and educational institutions; CRM training for district staff and volunteers; consultation with Native American tribes and other cultural resource interest groups; and support of DPR outreach, community engagement, education, and interpretative programs and activities.

## Interpretation and Education

The Interpretation and Education program communicates the DPR's principles, traditions, and goals to the public by providing information about the parks' natural, cultural, historic, recreational and aesthetic resources, in both formal and informal learning environments. A variety of delivery modes and methodologies are used to enhance the visitor experience and to ensure that information is accessible to the diverse population of, and visitors to,

California. Interpretation and Education is present at all levels of the organization and may include free and fee-based programs. Management is dependent on the use of quality, cutting-edge technology and the complexity of the interpretive and educational services provided. Interpretation includes (but is not confined to) facilities, programs, media, concessions and use of collections.

## Natural Resources

Natural Resources Management (NRM) involves designing and implementing programs, plans, and projects to protect (restore and maintain) the natural resources of the park units in a given geographic area (e.g. district). NRM staff develop, prioritize, and manage resources on a large geographical scale such as a district, and ensure that all projects and activities on DPR-operated lands are in compliance with environmental and land use regulations and law. The natural resources element of the department's mission requires the protection of outstanding and representative examples of California's natural and scenic values for the benefit of present and future generations.

## Public Safety and Enforcement

Public Safety and Enforcement provides leadership at the management unit level for the provision of necessary public safety services. Responsibilities will include law enforcement, resource protection, record keeping, evidence management, aquatic safety, community-oriented policing, emergency preparedness, liaison to the California Office of Emergency Services and Homeland Security, telecommunications, Emergency Medical Response, internal affairs, citizen's complaints, required Peace Officer Standards and Training, DPR, and perishable skills training. The primary objective is provision and continuity of high quality, field-based services for public benefit.

# Appendix B:

The following are the definitions of service-driven functions:

## Community Engagement

This function will provide direct services to fulfill the DPR's required strategic initiatives to enhance and develop engagement with all communities. Special attention will be given to underserved and underrepresented community areas, increasing the system's relevancy to all Californians. Staff will fulfill the programmatic role of community liaison to implement the following required activities: Coordinate with regional community liaisons for relevant, cohesive communications development and delivery; work with district staff to ensure a diverse approach in operations, hiring, literature, messaging, public programming, and cultural awareness of local communities; pursue partnerships with community-based organizations, local educational institutions, and other park and outdoor recreation providers to help co-develop/produce broad, engaging and inclusive programming; leverage resources to recruit participants, implement programs, overcome economic, or cultural barriers and conduct follow-up and tracking of results; enhance, incorporate, and grow existing successful programs to underserved and diverse populations; and work with DPR's newly-formed Communications and Marketing Division to ensure inclusion of all populations at a statewide and local level.

## Concessions Management

This function will work to identify, solicit, and support concession business partners. Concessions provide the public with goods and services that the DPR cannot provide as conveniently or efficiently, and may permit limited use of park lands as concession premises. Concessions provide necessary and appropriate mission-based visitor services at fair and reasonable rates, while supporting a viable business structure that fairly compensates both the concessionaire and the department. Ongoing business management will be critical to the success of the program and will include compliance monitoring, training, auditing, visioning, tracking and collecting rent and other revenue, collecting and submitting reports, yearly evaluations, and other related tasks.

## Planning and Compliance

This function will encompass all of the activities associated with coordinating district efforts with respect to general planning, specific area planning, environmental reviews (CEQA/NEPA) and defensive planning\*. This function also includes compliance with all applicable local, regional, statewide and federal regulatory permits (e.g., Coastal, TRPA, Regional Water Quality, etc.)

This function would report to any of the following as appropriate in the context of the particular district (or threat):

- District Superintendent
- District Environmental Coordinator
- District Services Manager
- District Natural or Cultural Resources Program Manager

This function could be fulfilled with a full-time working employee or could be incorporated into the duties of the aforementioned positions (or staff reporting to those positions). Important opportunities exist to partner with outside entities to carry out the essential elements of this function.

\*Defensive planning refers to the actions taken by state parks to address threats to the integrity of the park unit or units arising from actions outside of the park unit borders. Actions can include consultations, negotiations, comments and other strategies seeking to ensure that potential impacts to the DPR are documented, understood, and addressed to the point that they no longer impact park resources or visitors.

## Marketing/Public Relations

This function will support the DPR's mission through the delivery of a measurable marketing plan. Benefits will include improved relevancy through targeted marketing, more visible branding and messaging, and inspiration for Californians to visit and get involved with parks. Financially, the department will realize benefits in the areas of partnership, volunteerism, fundraising, and etc., as well as increased revenue. The marketing effort will be crucial and will involve a rigorous market analysis, the creation and utilization of partnerships, identification of areas of potential revenue and programming enhancements. Synergies will be sought between the department and other entities. Internal marketing efforts to increase employees' awareness of events and/or programs within their park, sector, district and department.

## Partnerships

This function will provide liaison and support services for various partners such as cooperating associations, non-profit park operators, government agencies, for-profit partners, educational institutions, etc. A partnership is described as the DPR working cooperatively with groups or entities to advance the mission of the state parks system and foster the mutual objectives of both (or all) parties. In addition to nurturing existing partnerships, this function initiates new, creative partnership opportunities.

Administrative duties include data tracking, instituting formal and informal agreements, facilitating proper reporting, and providing/coordinating training to partners and staff. This

function will be represented at park unit, sector, or district levels depending on the quantity and complexities of partnerships in that geographic location.

## Recreation Services

This function will fulfill the DPR's obligation to provide for un-programmed recreational use, programmed or guided use, concession opportunities, exercise opportunities, road and trail facilities, camping opportunities, aquatic recreation, off-highway vehicle recreation, etc. This also includes integrating the benefits of California's natural environment with the health of our visitors. Managers will make decisions and implement actions associated with the provision of appropriate mission-based recreational opportunities for park units; this may include free and fee-based programs. Unit staff will also communicate public needs and desires to decision makers and ensure the effective and sustainable utilization of park facilities for continuing recreational purposes (buildings, grounds, roads, miscellaneous structures, systems and trails).

These services comprise a core competency and a required function of state park districts. The DPR is charged to professionally manage and deliver a wide variety of recreational opportunities and is directed by state park classification, general plans, and sub-unit management plans. Recreation is undertaken at all unit levels, and is essential to maintaining interest and engagement with the public as well as fulfillment of the department's mission.

## Revenue Development

This function will balance the DPR's mission with fee revenue, operational costs, marketing, programs and services. It will assist with development and implementation of marketing programs. This function will be represented at a park unit, sector, or district level, depending on the revenue potential in a geographic or socio-economic area in which the park(s) and or district reside. The revenue development function will require analysis of past, current and future potential revenue development ideas, programs, and opportunities. Revenue development duties will include support of field staff and existing strategies, as well as as-needed implementation of new strategies to maximize revenue within a given management unit. Funding, infrastructure, staffing, partnerships, concessions, data analysis, and assessment of park services (offered and desired), as well as pricing, development of a marketing plan, and finally the integration of technology will all play a major role in achieving success in marketing California's state parks. A robust revenue program is essential to the department's long-term sustainable park funding strategy.

## Technology

This function will encompass all of the activities associated with coordinating efforts with respect to designing, implementing, and supporting all forms of technology used to create, store, exchange and use information. It will also enable the integration of new technology



essential for making sound planning and management decisions for achieving the district's programmatic and functional goals. IT teams or staffers deploy and manage the district's IT infrastructure and assets. IT staff require a wide range of information and technology skills and knowledge to support equipment, applications and activities.

## Volunteer Management

This function has responsibility for the Volunteers in Parks Program (VIPPP) which involves implementation of the statewide program, recruitment, motivation, retention and training. This function is also responsible for volunteer programs outside of the VIPPP, and serves as the contact and liaison between the district, operational units and/or park units. This function will be represented at a park unit, sector, or district level depending on the quantity and complexities of partnerships in that geographic location.



## Appendix I: Grant Tracking Flow Chart

