

State of California . The Resources Agency . Department of Parks and Recreation

CONCESSIONS MANAGEMENT

May 3-7, 2009

Training Syllabus



William Penn Mott Jr. Training Center



Memorandum

Date: April 3, 2009

To: Supervisor

From: Department of Parks and Recreation
William Penn Mott Jr. Training Center

Subject: Employee Attendance at Formal Training

An employee from your office will soon be attending the formal training program described in the attached. Please insure that the employee is fully prepared to attend the session and that the groundwork is laid for the employee's implementation of the training upon returning to work.

You can assist with capturing the full value of the training by taking the following steps:

Prior to Training

1. Make sure that **specific** employee needs are identified and, if necessary, called immediately to the attention of the Training Coordinator.
2. Review with the employee the reason for the employee's attendance.
3. Review objectives and agenda with the employee.
4. Discuss objectives and performance expected after the training.

Immediately Following Attendance

1. Discuss what was learned and intended uses of the training.
2. Review the employee's assessment of the training program for its impact at the workplace and review the due date of the Post-Training Evaluation form.
3. Support the employee's use of the training at the work place.

Prior to Three Months Following Training

1. Employee after discussion with the supervisor login to the Employee Training Management System (ETMS) to complete the Post-Training Evaluation form.
2. Supervisor evaluates the effectiveness of the training on the employee's job performance and login to the ETMS to complete the Training Effectiveness Assessment form.

Thank you for your assistance in seeing that the full benefit of training is realized.



Tina L. Williams
Department Training Officer

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Mission Statement Training Section

***The mission of the Training Section is to improve
organizational and individual performance through
consulting, collaboration, training and development.***

TRAINING CENTER STAFF

Tina Williams.....Department Training Officer
Pat Bost Office Manager
Joanne Danielson Academy Coordinator
Chuck Combs..... Training Specialist
Sara M. Skinner Training Specialist
Dave Galanti Training Specialist
Connie Breakfield..... Cadet Training Officer
Matt Cardinet..... Cadet Training Officer
Pamela Yaeger Assistant Program Coordinator
Edith Alhambra..... Assistant Program Coordinator
Bill Spencer Assistant Program Coordinator
Eric Marks Assistant Program Coordinator

THE MISSION

of the California Department of Parks and Recreation is 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.



FORMAL TRAINING GUIDELINES

Welcome to formal training, an essential component in your career development.

Since 1969, our Department has been providing a continuously changing number of diverse training programs at its main training facility, the William Penn Mott Jr. Training Center, and other locations including Marconi Conference Center and, most recently, the Two Rivers Training Facility in Sacramento. The Department strives to enhance your learning and job performance with formal training of the highest quality.

Our Department's dedication to training is only one aspect of its commitment to you and to the public. This commitment is costly and represents an important investment in you and your career. You and the Department realize a return on that investment by your positive participation in formal training itself and post training follow-through.

The program you will be participating in is described in this training syllabus, which outlines what you can expect from this training and what is expected of you. This syllabus details what you should do before you leave for training; what to do when you arrive; what you will be doing while in training; and, importantly, what you should be able to do when you return to your work site. Specifically:

1. **SYLLABUS:** Your copy of this syllabus is an important part of your training experience and should be brought with you to Training. Read it before you arrive and review it following the program along with material you received at training.
2. **PRE-TRAINING ASSIGNMENTS:** Your completion of pre-training assignments is essential to the success of your training. You are responsible for all reading assignments in preparation for classroom sessions. Time will be provided during working hours to accomplish any assignments which involve either individual or group efforts and resources.
3. **TRAVEL:** Arrange your travel to and from the training site through your District or Office. (No reimbursement for travel expense – including per diem costs – will be approved for travel not specifically authorized in advance by the District

Superintendent). Individuals may claim reimbursement for incidental expenses incurred as outlined in DAM 0410.6.

4. HOUSING: Housing will be assigned to you on a shared-room basis and will be available from 3:00 p.m. on the date of arrival to 10:00 a.m. on the date of departure. The Department provides your room and board expenses at the Marconi Conference Center only. No per diem allowance will be authorized for living off-grounds. This does not preclude living off-grounds at your own expense. In the event of an emergency, staff must know your room assignment; therefore, you may not switch rooms without staff approval. Overnight guests are not allowed in the buildings unless registered beforehand at the front desk in the Marconi Conference Center Administration Building.
5. **HOUSING CANCELLATION POLICY:** If you do not need lodging or must change or cancel your reservation, you must contact the Training Center at least 72 hours prior to your date of arrival. Lodging, registration and associated fees will be charged to the employee's District or Office if a training cancellation is received with less than 72 hours notice.

The Training Center is committed to ensuring that the reservation that has been made for you is accurate and needed.

6. MEALS: Meals will be provided from dinner on the date of arrival through lunch on the date of departure. Meals will be served at 7:00 a.m. for breakfast, 12:00 noon for lunch, and 6:00 p.m. for dinner. Hot or box lunches may be provided on some days. If you require a special diet, notify the Marconi Conference Center no later than one week before your scheduled arrival.
7. CLOTHING: Field uniforms as found in "Description of Required Field Uniforms", DOM Chapter 2300, Uniform Handbooks, not including optional items, will be worn daily by all uniformed employees during formal training sessions **unless otherwise specified in the Program Attendance Checklist**. Non-uniformed employees shall wear professional business attire.

Because we are on the conference grounds with many other groups, and the image we project as State Park employees is important not only during working hours but off duty hours as well, your informal sportswear should be appropriate.

8. COURSE LEADERS: The formal training you will attend is developed and, for the most part, conducted by experienced State Park employees in field and staff positions. Some courses will be conducted by qualified instructors from other agencies and educational institutions. Your course leaders have proven their ability and knowledge in their profession, and provide a level of expertise difficult to match.

9. TRAINING SECTION STAFF: David Galanti, Training Specialist, and Eric Marks, Assistant Program Coordinator, have been assigned the responsibility for your training group. You may be asked to assist Training Staff in the logistics of your training program, please work with Training Staff to help make your training experience pleasant and meaningful.
10. ATTENDANCE: Regular attendance is a critical course requirement and your participation is important to the success of this training. All absences, except those of an emergency nature, must be approved in advance by the Training Specialist.
11. TRAINING MATERIALS: May be made available to you at both your unit and at the Marconi Conference Center. Handout materials issued at your unit should be brought to training for possible use. A conference binder or notebook will be issued to you at the training session for note taking and convenience in handling materials. Please bring your own pens and pencils.
12. CELL PHONES: As a courtesy to your fellow participants and course leaders ensure that your cell phone is turned off during classes. Participants should not be receiving or making cell phone calls during class time. Please limit those calls to your breaks.

Please remember that cell reception is poor at Marconi. There is a payphone which takes prepaid phone cards or coins. If you have a phone in your room you can also use a prepaid calling card. There is one computer available for checking email in the Administration Building. There is also wi-fi access, which requires a pre-established account or a fee for use which cannot be charged to your room.

13. TELEPHONE: Limit phone calls during classroom hours to urgent business or emergencies. Anyone wishing to contact you by telephone during working hours should call (415) 663-9020.
14. COLLEGE CREDIT: Most Training Section programs are accredited by Monterey Peninsula College for lower division credit. If you successfully complete an accredited program, you will receive either a letter grade or a credit/no-credit designation.
15. MPC STUDENT ID: If you have filled out an MPC application before, you have already been issued a student ID number to use in lieu of your SSN on future applications. You can obtain your MPC ID number by going to their secure website and providing your SSN number (no name required) and birthdate.

<https://autobahn.mpc.edu/scripts/autobahn.exe/Execute?Application=WebReg&Program=REPORT-SR-FIND-SSN>

Newcomers to training will still need to provide their SSN on the first MPC application only, after which a student ID number will be assigned and available at

the web address above within a few weeks of the program's conclusion. You can store your MPC ID numbers in your ETMS Profile for future reference.

16. POST-TRAINING ASSIGNMENTS: In connection with formal training are to be completed under the direction of your supervisor.

◆ **Marconi Conference Center**
 ◆ **PLANNING INFORMATION**

To make your visit as comfortable and satisfying as possible, please take a few moments to read the following.

◆ **CHECK-IN/CHECK-OUT**

Please check in at the Front Desk. Follow the signs for Check-in.

Check-in: 3 p.m. to 11 p.m.
 Check-out: 7 a.m. to 10 a.m.
 (Bring your key)

Late check-out (after 10 a.m.) will incur an additional day's charge.

◆ **DINING**

Meals are served in Redwood Dining Hall.

Breakfast buffet: 7 a.m. to 9 a.m.
 Lunch buffet: 11:30 a.m. to 1:30 p.m.
 Full service dinner: 6 p.m. to 8 p.m.

◆ **LODGING**

You may wish to bring: shampoo, flashlight, comfortable shoes for hilly trails. Please note cooking and other appliances, candles and incense are not allowed, and food should not be kept in your room as it attracts insects.

◆ **PARKING**

Please park in designated parking spaces only and observe the law regarding spaces for the handicapped. Campers, recreational vehicles and motor homes are not permitted.

◆ **DRIVING**

Please drive slowly and carefully, yielding to pedestrians, bicyclists and animals. The speed limit is 15 mph, and all signs and barriers must be observed.

◆ **GAS STATIONS**

The closest gas station is located in Point Reyes Station, 15 minutes to the south.

◆ **TELEPHONES**

Your guestroom has a private telephone number which you can give callers after you check in, as well as a port for your modem. All outbound telephone and modem calls require a toll-free 800 number. Bring your calling card for phone calls; check with your ISP for 800-number access. Most cellular phones DO NOT work at Marconi Conference Center.

◆ **MESSAGES, FAXES, MAIL**

If your callers would like to leave a message, give them this number:

Front Desk Telephone: (415) 663-9020

You may also want to give them your lodging building, room number and name of conference, to expedite receiving emergency messages.

We post messages for guests on the message board. We'll also post a notice if you receive mail or a package. *Emergency messages will be delivered.*

If you wish to receive a fax, use this number:

Front Desk Fax: (415) 663-1731

We will post a notice on the message board when your fax arrives and collect the service charge when you pick it up.

If you wish to receive mail, use this address:

(your name), (conference name)
 c/o Marconi Conference Center
 P.O. Box 789, 18500 State Route 1
 Marshall, CA 94940

We will post a notice on the message board and hold your mail at the Front Desk.

no charge. Our commissary sells snacks, cold drinks, personal hygiene items, flashlights/batteries, writing supplies, stamps. We have a selection of Marconi souvenirs such as shirts, hats, mugs and other items that make wonderful remembrances of your stay with us. Our Front Desk staff can also help you with local information.

◆ **BUSINESS CENTER**

The Business Center is located in the Pelican Building lounge and is open 7 am to 11 pm. For your convenience, we are pleased to provide **free of charge**, the following services:

- ◆ Internet / E-mail
- ◆ Computer with MS Office
- ◆ LaserJet Printer
- ◆ Photocopier

◆ **WALKING & EXPLORING**

Marconi Conference Center is a unit of the California State Park system and all natural elements such as branches, pine cones, mushrooms and flowers are protected by state law and may not be removed. Camping and

campfires are not permitted. We suggest walking on designated footpaths to avoid poison oak. The pine needles can be slippery—please use caution. We recommend flashlights at night.

◆ **SMOKING**

State law prohibits smoking in or within 50 feet of Marconi Conference Center buildings. Ashtrays are located at entrances, on decks and on patios. Smoke only in paved areas and please use extreme caution when smoking on the property.

◆ **PETS**

With the exception of guide dogs for the handicapped, *pets are not permitted* in Marconi

Conference Center buildings and cannot remain on the property overnight. Dogs must be on a leash at all times.

◆ **ENJOY!**

We hope that between highly productive meetings you'll have some time to appreciate the rich human and natural history that surrounds us here. Please let us know if there is anything we can do to enhance your stay.



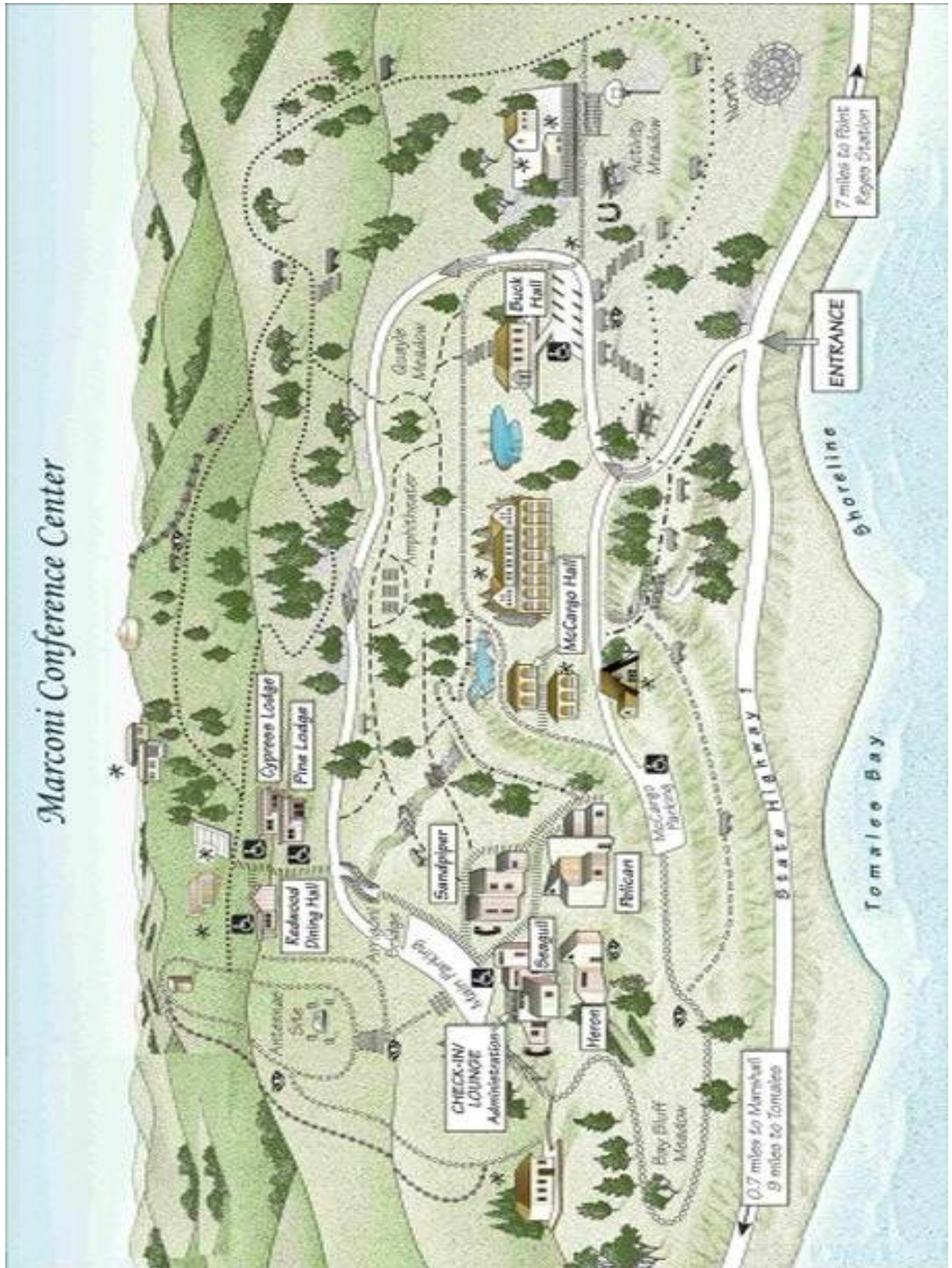
Marconi Conference Center's guestrooms overlook Tomales Bay

◆ **EMERGENCIES**

Between 11 p.m. and 7 a.m., the recorded message on (415) 663-9020 tells callers how to contact a guest or Marconi staff member in an emergency.

◆ **GUEST SERVICES**

In the front desk area we have games, reading material and a VCR with a selection of movie videos; volleyball, badminton and horseshoe equipment; ice, irons and ironing boards, all at



◆ **Marconi Conference Center**
 ◆ **GETTING TO MARCONI**
 (415) 663-9020



◆ **FROM SANTA ROSA**

Highway 101 South to Petaluma. Exit at East Washington Street. Turn right (west) on Washington Street, continue about 1.5 miles. Washington Street becomes Bodega Avenue. Continue on Bodega Avenue for about 7 miles. At Coast Guard sign, turn left (west) on Petaluma/Tomales Road. Continue on Petaluma/Tomales Road for about 7 miles to Highway 1 (Shoreline Highway). Turn left (south) on Highway 1, continue about 7-1/2 miles through Marshall until you see Marconi on the left.

◆ **FROM SACRAMENTO**

Take Interstate 80 West. Just before Vallejo, take Highway 37 west toward San Rafael. Continue west on Highway 37 over Highway 101 (stay to the right). Take South Novato Boulevard exit. Continue north on Novato Boulevard for about 8-1/2 miles through Novato. When Novato Boulevard ends turn right, continue about 1000 feet. Turn left (west) on Hicks Valley Road (sign indicates "To Marshall"). Continue on Hicks Valley/Wilson Hill Road about 2-1/2 miles until it ends. Turn left (south/west) on Marshall Petaluma Road. Continue for about 11 miles until it ends at Highway 1 (Shoreline Highway). Turn left on Highway 1 and continue about 1 mile to Marconi on the left.

◆ **FROM OAKLAND/EAST BAY:**

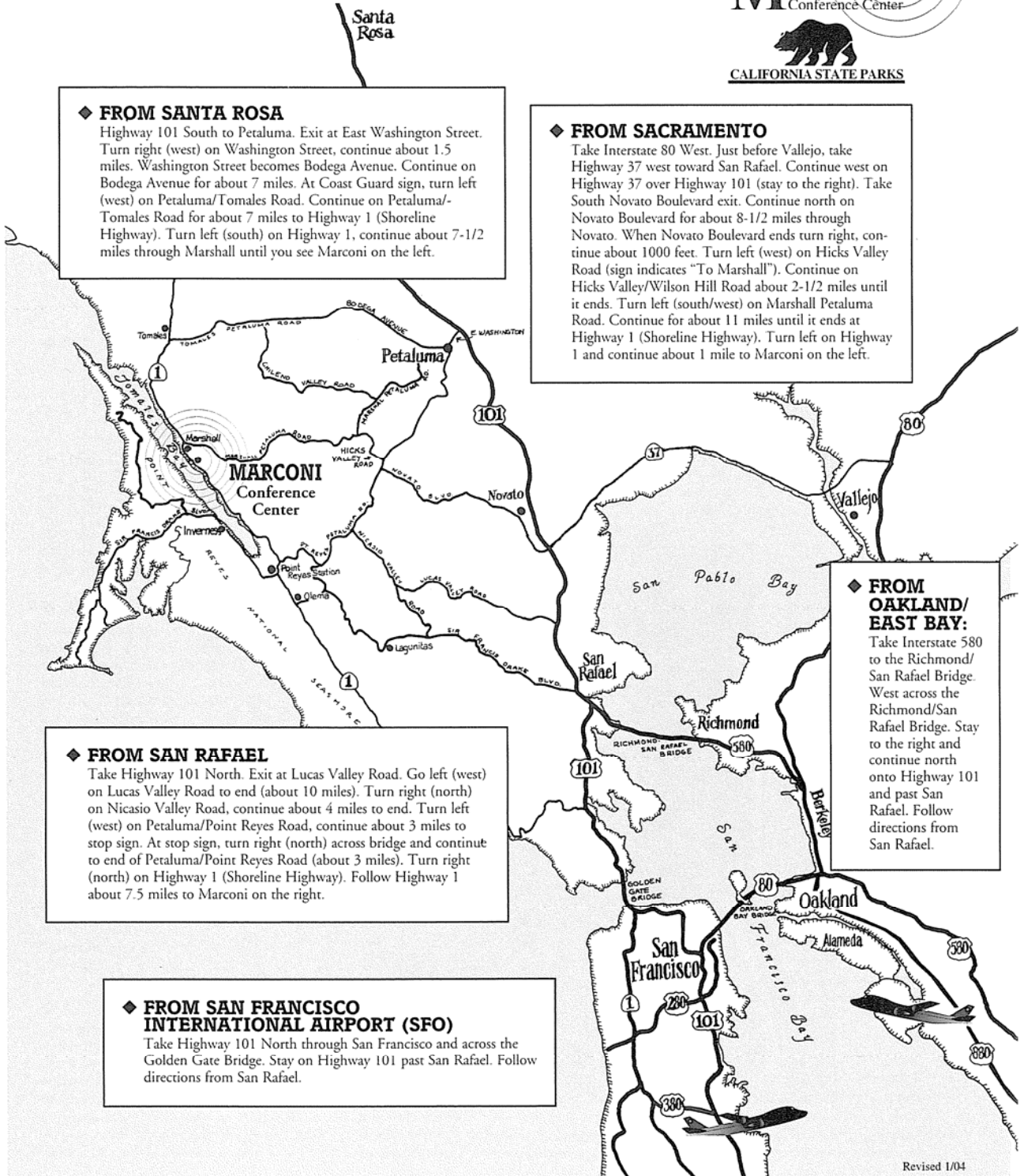
Take Interstate 580 to the Richmond/San Rafael Bridge. West across the Richmond/San Rafael Bridge. Stay to the right and continue north onto Highway 101 and past San Rafael. Follow directions from San Rafael.

◆ **FROM SAN RAFAEL**

Take Highway 101 North. Exit at Lucas Valley Road. Go left (west) on Lucas Valley Road to end (about 10 miles). Turn right (north) on Nicasio Valley Road, continue about 4 miles to end. Turn left (west) on Petaluma/Point Reyes Road, continue about 3 miles to stop sign. At stop sign, turn right (north) across bridge and continue to end of Petaluma/Point Reyes Road (about 3 miles). Turn right (north) on Highway 1 (Shoreline Highway). Follow Highway 1 about 7.5 miles to Marconi on the right.

◆ **FROM SAN FRANCISCO INTERNATIONAL AIRPORT (SFO)**

Take Highway 101 North through San Francisco and across the Golden Gate Bridge. Stay on Highway 101 past San Rafael. Follow directions from San Rafael.



Revised 1/04

PROGRAM ATTENDANCE CHECKLIST

To assist you in your preparation for formal training session at the Marconi Conference Center, the following checklist is provided.

- Be sure you have read and understand the Concessions Management Group 3 Program Syllabus prior to the first scheduled session.
- Contact Eric Marks (emarks@parks.ca.gov; 916-319-9653) as soon as possible if you do NOT want lodging at the Marconi Conference Center on Sunday night, May 3 and will be traveling to Marconi on Monday morning, May 4. Please do so as soon as possible to avoid your district or office being charged for the cost of lodging. If you do want lodging on Sunday night, you do not have to contact Eric unless you will not be attending the course at all.**
- Arrange your travel through your District/Section Office.
- Bring the following with you to training:
 - Concessions Administration Program Syllabus
 - Pens and pencils

If you have questions or need assistance, contact David Galanti, Program Coordinator:

Phone: 916-319-9659
Fax: 916-319-9656
Email: dgalanti@parks.ca.gov

**CONCESSIONS MANAGEMENT GROUP 3
PRE-TRAINING ASSIGNMENT**

As part of the training session, there will be an opportunity to brainstorm solutions for a few real-life concession management challenges with concession and legal staff. As they relate to your experience, please describe either a past or current concession problem within your park unit.

Concession Type (equestrian, vehicular, food service, lodging, retail sales, aquatic)	
Area of Contract Compliance (rent/payments, use of premises, insurance, bonds, products, fees, maintenance)	
Describe Problem	
District Actions to Remedy, if any (i.e. meetings, letters, etc.)	
Anticipated or Actual Outcome	
Proposed Solution or Next Step	
Park Unit	

E-mail or fax (916- 657-1856) this completed form to Diana Salter, Concessions Program Specialist, Concessions, Reservations and Fees Division, by 5 p.m. (1700) April 25, 2009.

POST-TRAINING ASSIGNMENT

Prior to ninety days after the completion of this program, the employee and his/her supervisor should sit down and discuss the impact and assess the effectiveness this program has had on the employee. Then both the supervisor and employee should login to the Employee Training Management System (ETMS) and complete the Post-Training Evaluation form (an email will be sent to both employee and supervisor notifying them that the evaluation needs to be completed).

The post-training evaluation process is intended to provide a bridge between classroom instruction and the on-the-job application of training. The information obtained through this process will assist the training participant, supervisor, and Training Center in providing a return on the investment the Department has on training.

CONCESSIONS MANAGEMENT GROUP 3 AGENDA
May 3-7, 2009

Sunday
May 3

1500-

CHECK-IN: Check in at the Marconi Conference Center for those arriving on Sunday night. Dinner will be provided at 6:00 p.m. at Marconi.

All

Monday
May 4

PLEASE NOTE: Program will begin at 1300 hours to permit those who want to travel to Marconi on Monday to do so. Lunch will be served to all participants at noon in the Marconi Conference Center dining facility.

1300-1330

Welcome and Introduction
MPC Application Administration

Luscutoff/
Marks

1330-1500

Vision, Mission, Roles and Responsibilities

Luscutoff/
Milner/
Montijo

1500-1700

Evaluating Concepts and Concession Options

Mott/
Montijo/
Luscutoff/
Milner

Tuesday
May 5

0800-1100

Pre-Contract Concession Activities

Montijo/
Salter

1100-1200

Practical Field Administration

Montijo/
Salter

1200-1300

LUNCH

1300-1400

Pre-Contract Concession Wrap-Up

Montijo/
Salter

CONCESSIONS MANAGEMENT GROUP 3 AGENDA
May 3-7, 2009

Tuesday

May 5

1400-1600	Contract Language and Meanings	Lynch/ Luscutoff
1600-1700	Fiscal Reporting – Concessions Annual Report	Montijo

Wednesday

May 6

0800-1200	Post-Contract Monitoring Activities	Renner/ Pine
1200-1300	<i>LUNCH</i>	
1300-1400	Concession Audits	Yu
1400-1500	Contract Compliance and Legal	Lynch/ Luscutoff
1500-1700	Real Life Scenarios Panel Discussion	Panel

Thursday

May 7

0800-0900	Concessions and ADA	Martin
0900-1000	Tools for the Trade	Blankenship
1000-1100	Concessionaire's Perspective	TBA
1100-1200	Wrap-Up/Questions and Answers	Facilitators/ Marks
1200-1300	<i>LUNCH AND DEPART</i>	

CONCESSIONS MANAGEMENT

PROGRAM OUTLINE	HOURS
<u>PROGRAM ADMINISTRATION</u>	2.0
Welcome, Registration, Introduction	
Vision and Mission	
The Philosophy and Role of Concessions	
<u>CONCEPT / IDEA TO CONTRACT (Part I)</u>	4.0
From Concept. to Evaluating Options.....	
Budgets and Concession Operations	
<u>CONCEPT / IDEA TO CONTRACT (Part II)</u>	6.0
RFP Process from Development to Award.....	
Contract Terms and Language.....	
Concessions and ADA	
<u>MANAGEMENT TO TERMINATION.(Part I)</u>	6.0
Concession Performance and Monitoring	
Insurance and Bonds	
<u>MANAGEMENT TO TERMINATION (Part II)</u>	6.0
Concession Audits	
Legal Issues and Contract Termination.....	
Panel Q and A.....	
Program Wrap-up and Evaluation	
TOTAL HOURS	24

CONCESSIONS MANAGEMENT

Program Purpose: This program provides ongoing training to field and Headquarters staff throughout the Department consistent with the Department's efforts to establish concession operations in the Districts. This training seeks to improve the effectiveness, consistency, and quality of the management of concession contracts throughout the State Park System. The training program provides a forum for learning, collaboration, networking, inspiration, and planning.

Program Objectives: Under the guidance of several instructors the participants will

1. Learn the importance of concessions in relation to the Department's vision and mission statements.
2. Define the roles and responsibilities for managing concession operations.
3. Review the laws and policies that guide concessions from concept to implementation.
4. Receive the Department's policies and procedures as they relate to the preparation of Request for Proposals and/or negotiated contracts.
5. Discuss the Budget Process, General Plan and Feasibility Studies as they relate to concessions.
6. Review the performance monitoring, contract compliance legalities and concession audit process.
7. Discuss the impact of the Americans with Disabilities Act on concessions.