



California Department of
Parks and Recreation

December Leadership Meeting

Monday, December 7th, 2015

Leading Parks 2015 and Beyond



Poll Everywhere

We want your feedback! During today's meeting, we will ask you a series of questions using a tool called **Poll Everywhere** and your mobile phone.

Please text your response to the question below:

What is your favorite State Park?

- In the "To" field enter **22333**
- In the body of the text enter the question code **289642** and your response



Poll Everywhere - What is your favorite State Park?

China Camp State Park
Calaveras Big Trees Pismo State Beach
Calaveras Big Trees McArthur-Burney Falls MSP
Hungry Valley SVRA Prairie Creek Picacho SRA
Bidwell Sacramento River State Park
Cypress Big Trees, Florida **Bodie** Torrey Pines LA Purissima Mission SHP
Mount San Jacinto Montgomery Woods Castle Crags
Plumes Eureka South Finegold Prairie City SVRA
Armstrong Red Rock Mendocino Headlands Lake Perris SRA
CSRM Ano Nuevo Onyx Lighthouse Field SB
South Yuba River SP Malibu Creek Bodega Head Pluma Eureka **Big Sur**
Jedediah Smith Crystal Cove Henry Cowell Tijuana Estuary
Kelly Asilomar Pescadero Red Rock Canyon SP
Jack London **Humboldt Redwoods** Henry Coe
John Little State Reserve Morro Strand Ocotillo Wells
Providence Andrew Molera Jed Smith Mt. Tam Fort Ord
Huntington State Beach
Point Lobos Wilder Ranch
Van Damme State Park
Carnegie Fort Ord Dunes State Park
Greenwood State Beach
Anza Borrego Hearst Castle Capitol Park
Providence Mountains **Oceano Dunes**

Welcome and Introductions



Message from Secretary Laird



Message from the Director

Agenda – Monday December 7th 2015

Time	Topic/ Objective(s)	Presenter
0800 – 0845	Welcome and Message From the Director	Lisa Mangat
0845 - 0930	Leadership Through and Beyond Transformation – Panel Discussion	Kathy Amann, Chris Conlin, Chet Bardo
0930 - 1000	Leading Transformational Change	Julie Quinn
1000 - 1010	Success Story: Thursday Adventures with the Superintendent	Kelly Elliott
1010 - 1025	Break	
1025 - 1035	Success Story: Refugio Oil Spill Response	Rich Rozzelle
1035 - 1105	Equipment Operation by Non-Equipment Operators	Case Belltawn
1105 - 1150	DIP/DAR/Sub-Account and Enterprise Funds	Brian Ketterer, Liz McGuirk
1150 - 1300	Lunch	
1300 - 1700	Programmatic Area Breakout Groups	Program Leads
1700	Social	

Today's Objectives

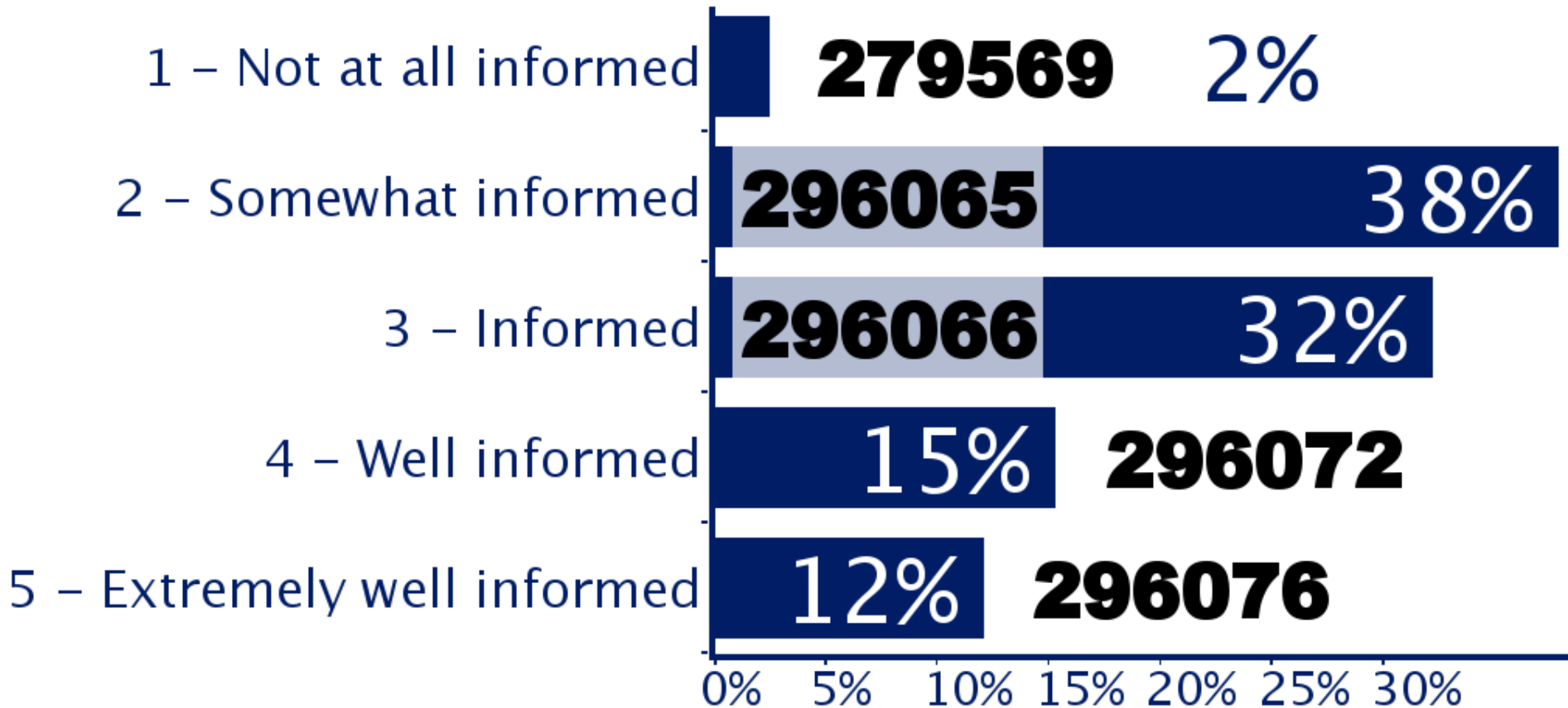
By the close of the session participants will:

- Demonstrate the knowledge and understanding of different levels of park leadership
- Understand basics of organizational change management
- Identify specific qualities of leadership and experience real life examples of leadership techniques through “Success Vignettes”
- Demonstrate the knowledge and understanding of types of equipment that non-equipment operators can operate
- Demonstrate the understanding DIP/DAR/Sub Account/Enterprise funds
- Receive specific updates for each program area

Poll Everywhere

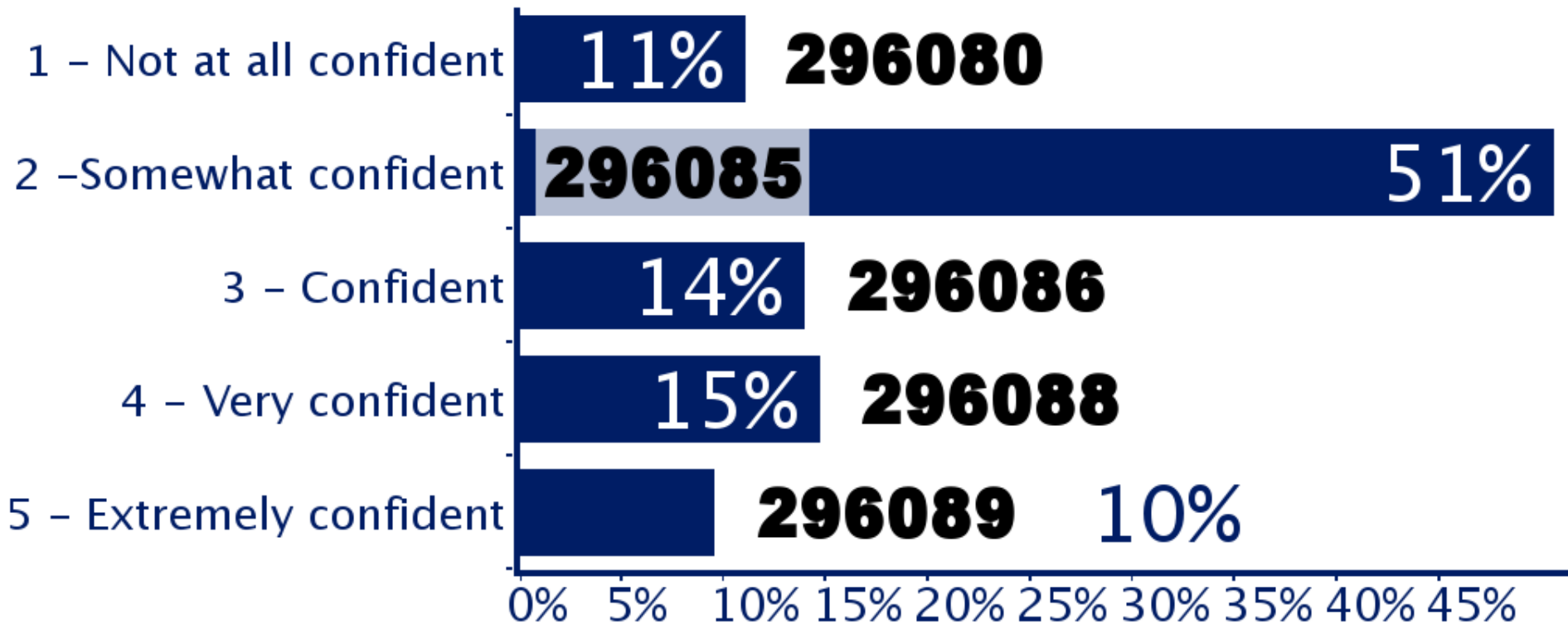
On a scale from 1 to 5 (5 being extremely well informed), how informed do you feel you are about the vision, objectives, and progress of the Parks' Transformation effort?

📱 Text a **CODE** to 22333



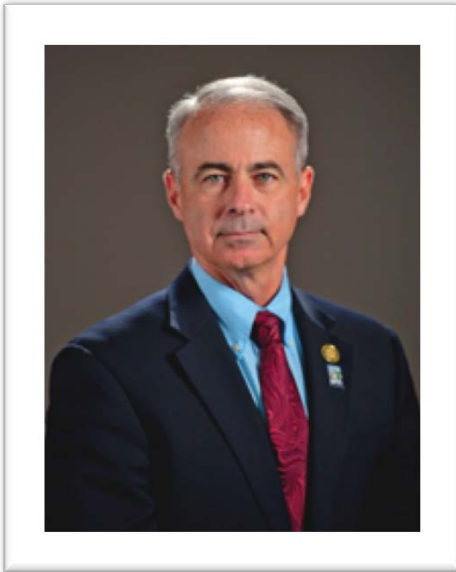
On a scale from 1 to 5 (5 being extremely confident), how confident are you that as a Department, through this focused collaboration, we can tackle long-standing barriers to improve the success of Parks?

📱 Text a **CODE** to 22333



Leadership Through and Beyond Transformation

Leadership Panelists



Chris Conlin,
Deputy Director,
OHMVR

Acting Deputy Director,
Division of Boating and
Waterways

Kathy Amann,
Deputy Director,
Park Operations

Acting Deputy Director,
Acquisition and
Development



Chet Bardo,
District Superintendent,
Santa Cruz District

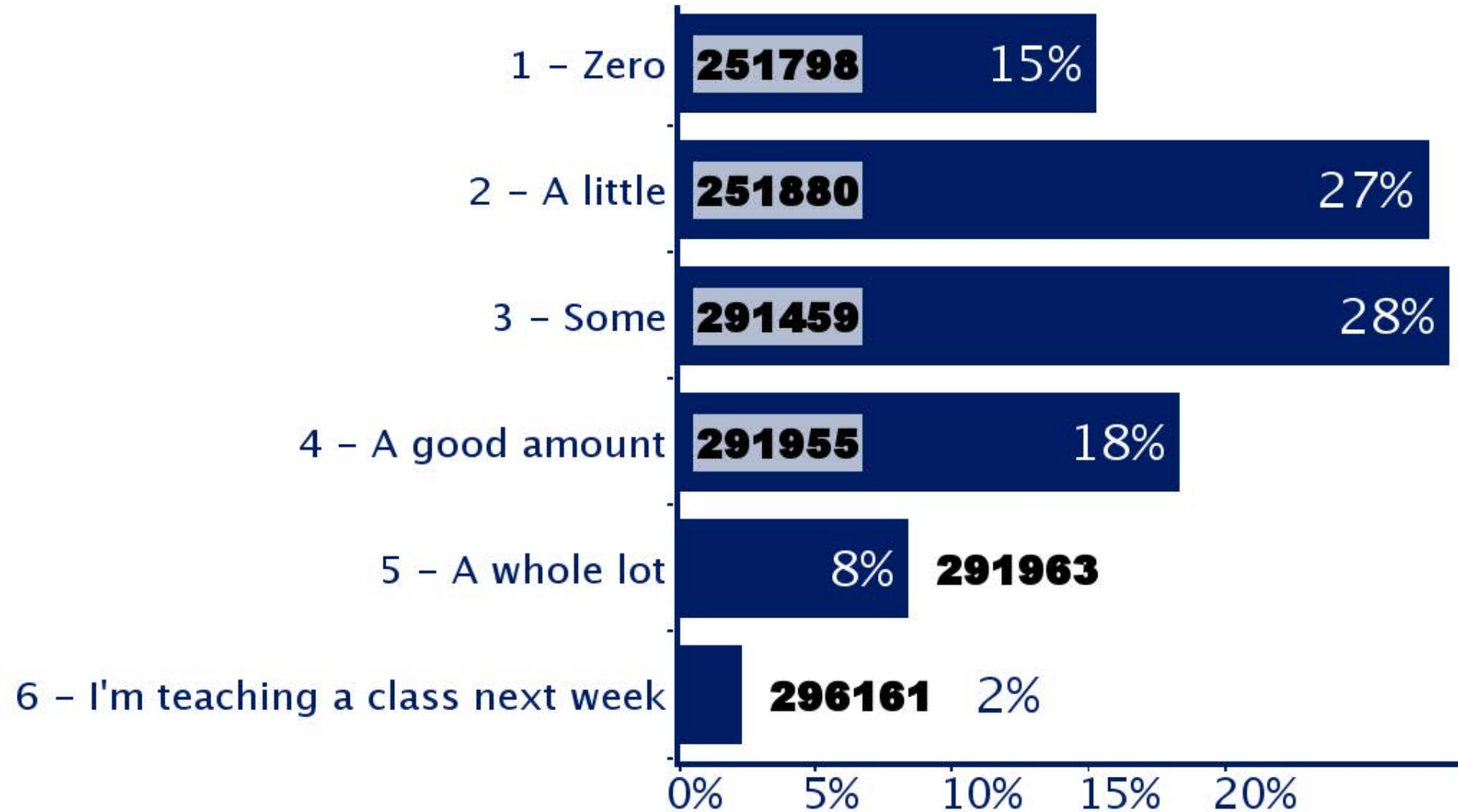
Thoughts on Leadership in State Parks

- *What does leadership mean to you personally? What are some of the key characteristics you use to describe effective leadership?*
- *What are some of the key characteristics you use to describe effective leadership?*
- *As we look to the future of parks, what leadership qualities would be most important and why?*

Leading Transformational Change

How much do you feel you know about change management?

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Change Management Overview

What is Change Management?

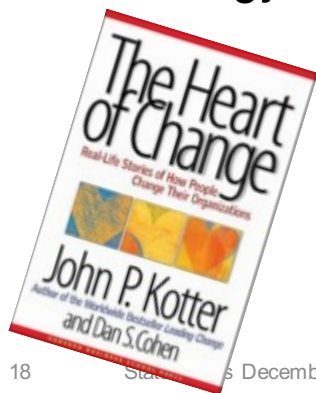
Change Management is the process of **proactively addressing organizational change** to minimize negative impact of the change and increase the likelihood of end-user adoption

Why is Change Management important?

Effective Change Management will greatly **increase the likelihood of long-term success** and lasting transformation throughout State Parks

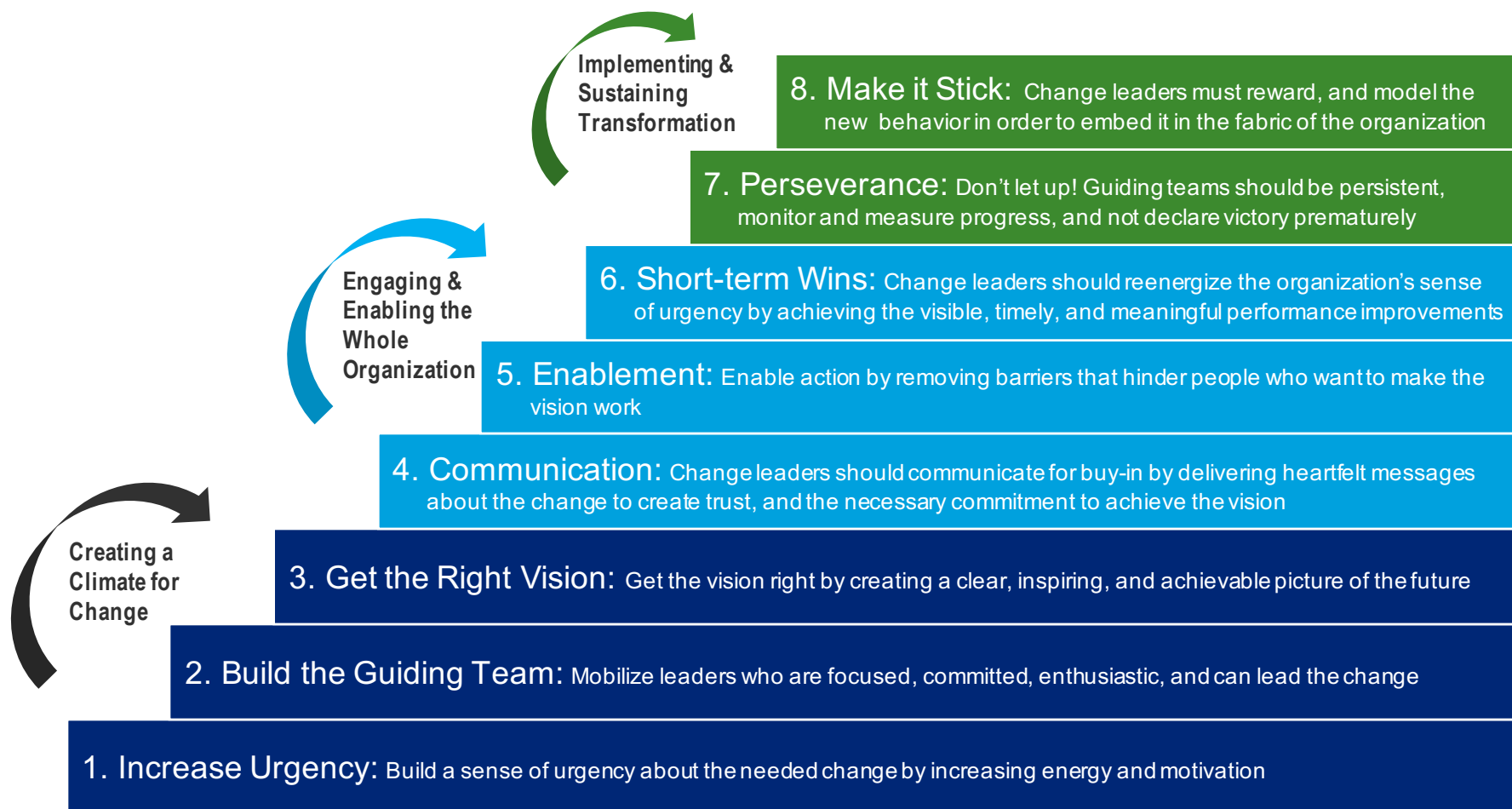
What is the best way to approach Change Management?

There are guiding principles the Transformation Team can leverage to proactively address change within State Parks, including the **“Heart of Change”** methodology:



- Change management is a **gradual process**, and the “Heart of Change” steps inform different actions that correspond with different stages of change

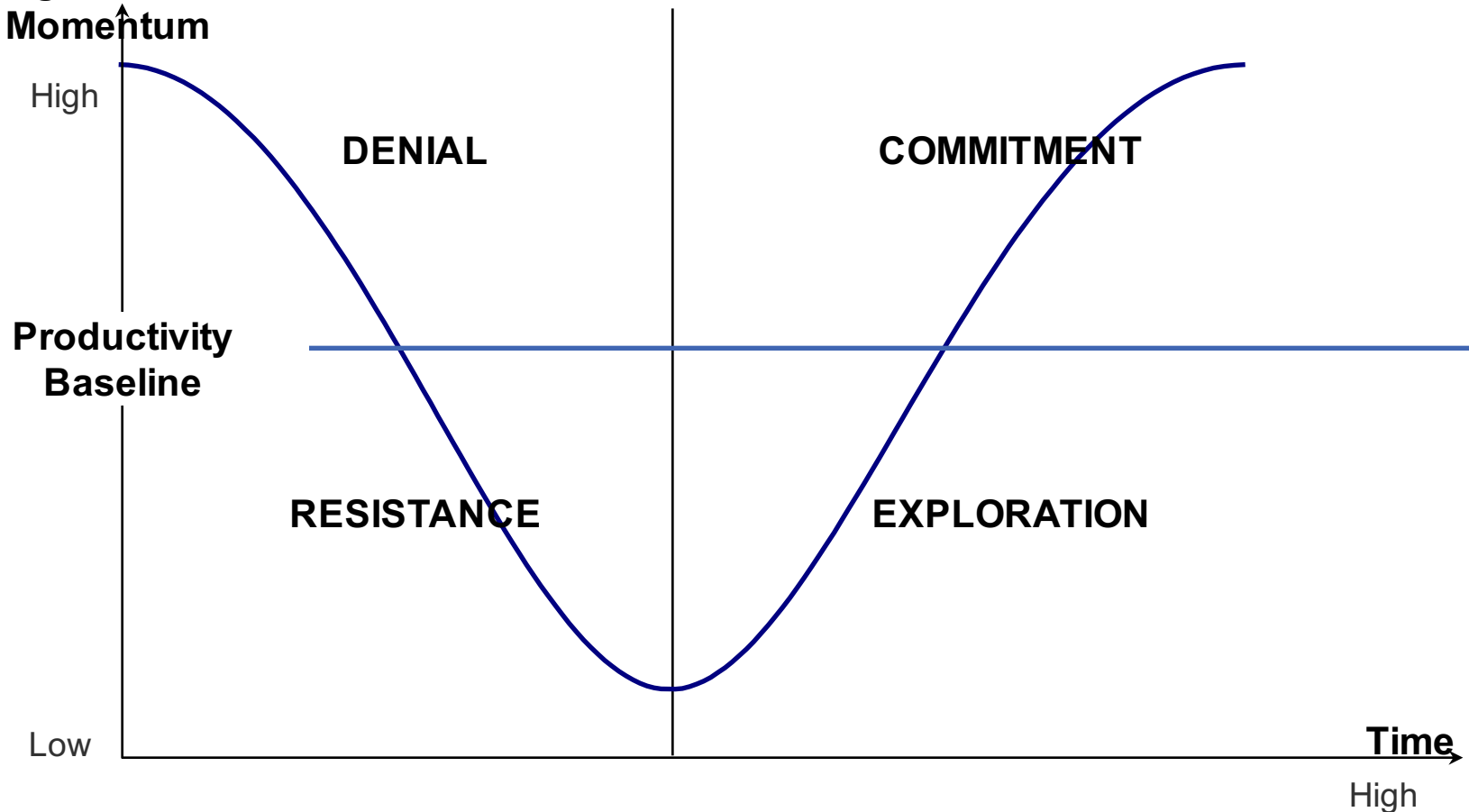
The “*Heart of Change*” Can Guide Successful Change at State Parks



The Need for Change Management

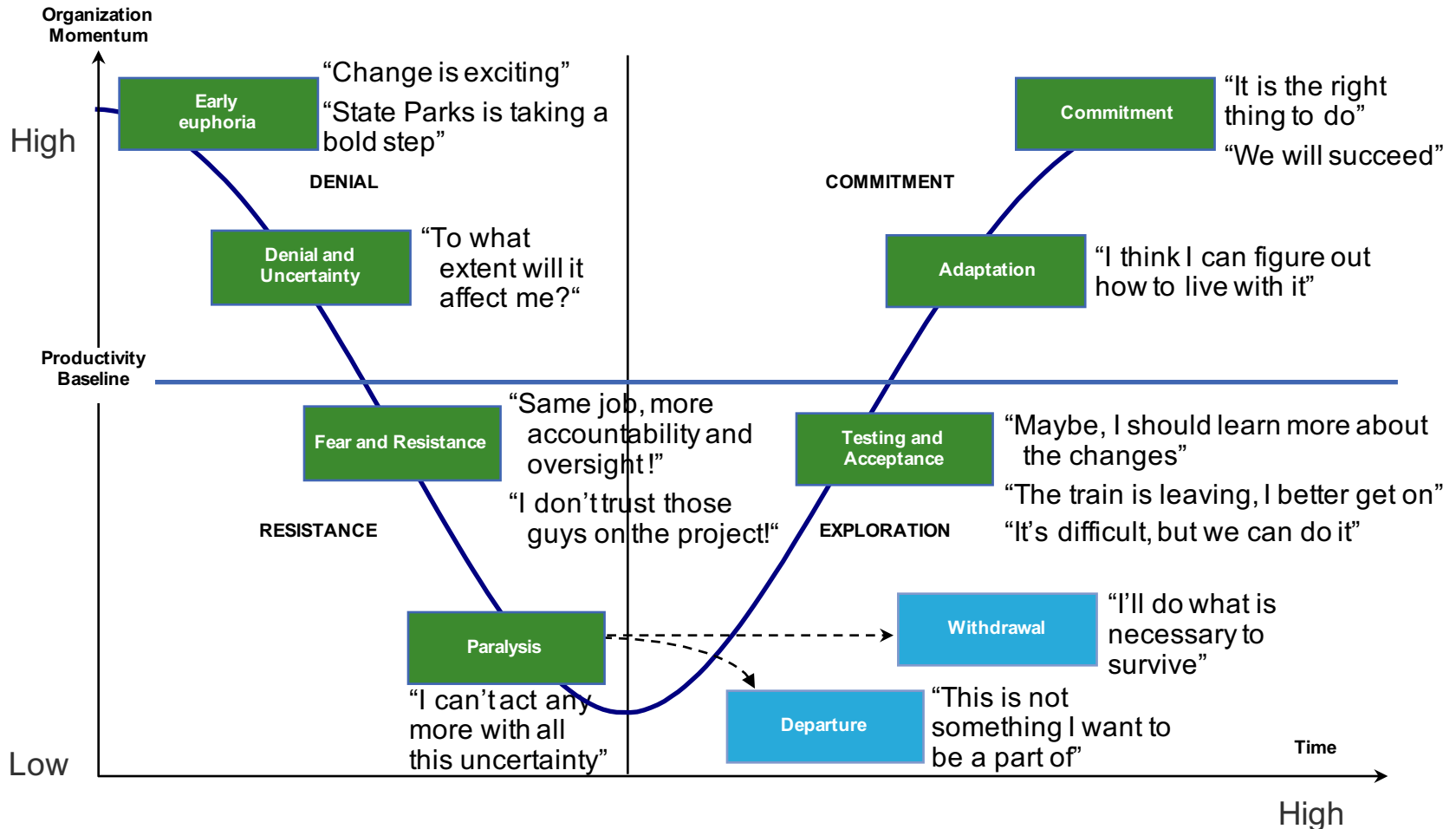
Changes in business processes or technology can leave staff feeling skeptical, threatened, uncertain, or fearful. A proactive approach to addressing staff concerns can make or break the transformation effort.

**Organization
Momentum**



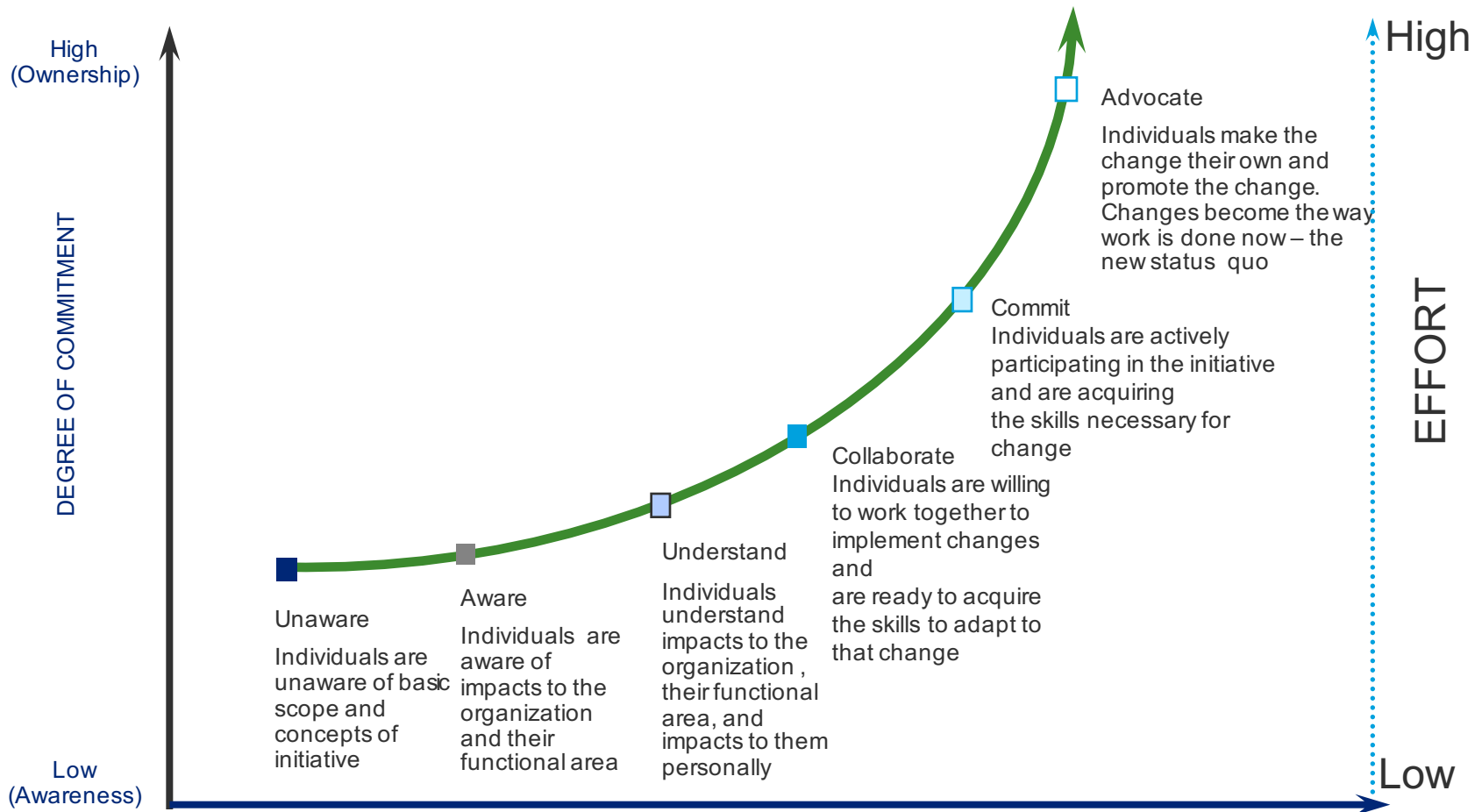
The Need for Change Management

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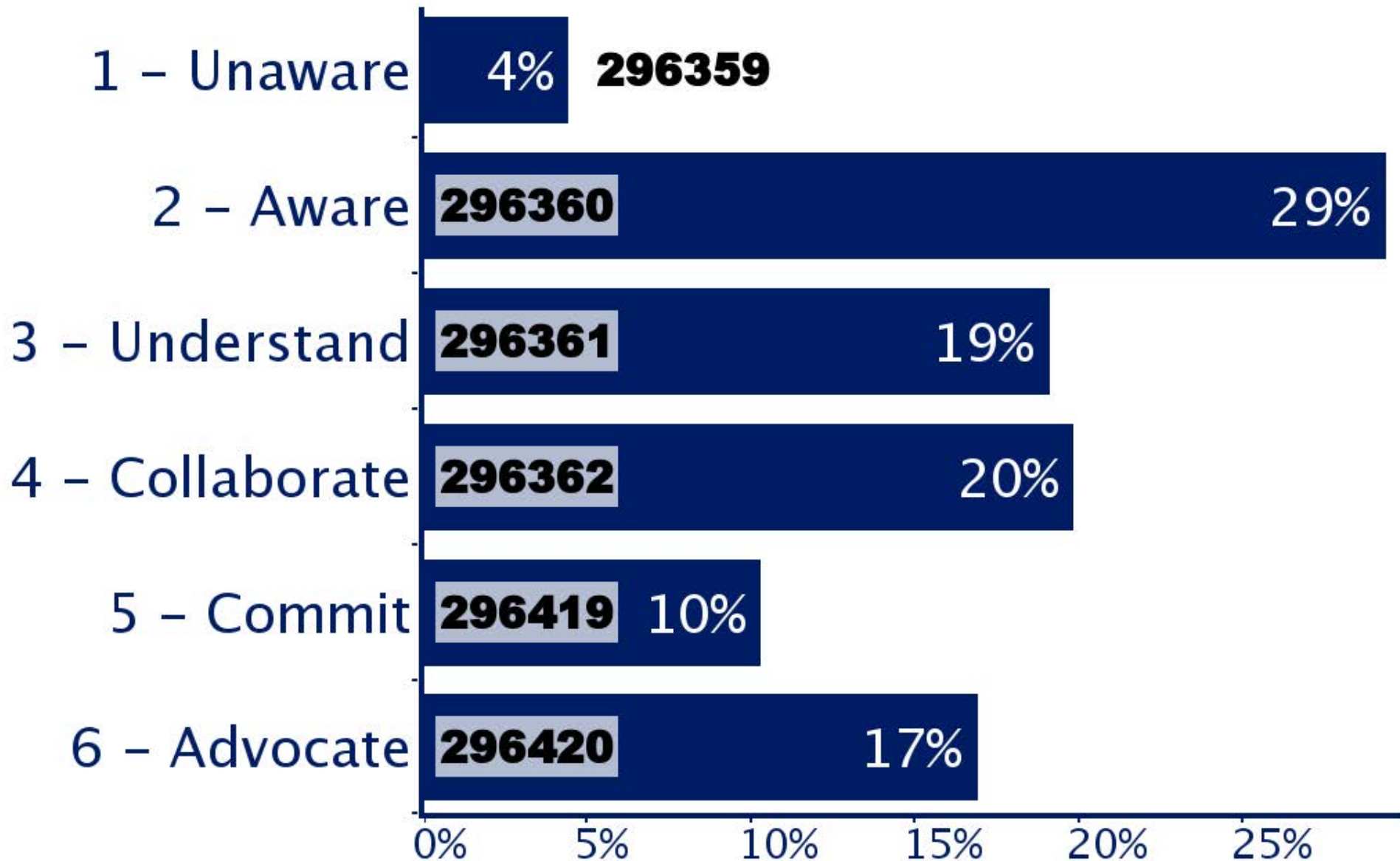
As efforts are implemented to address change resistance, there will be an increase in commitment to the Transformation initiatives

Commitment Curve



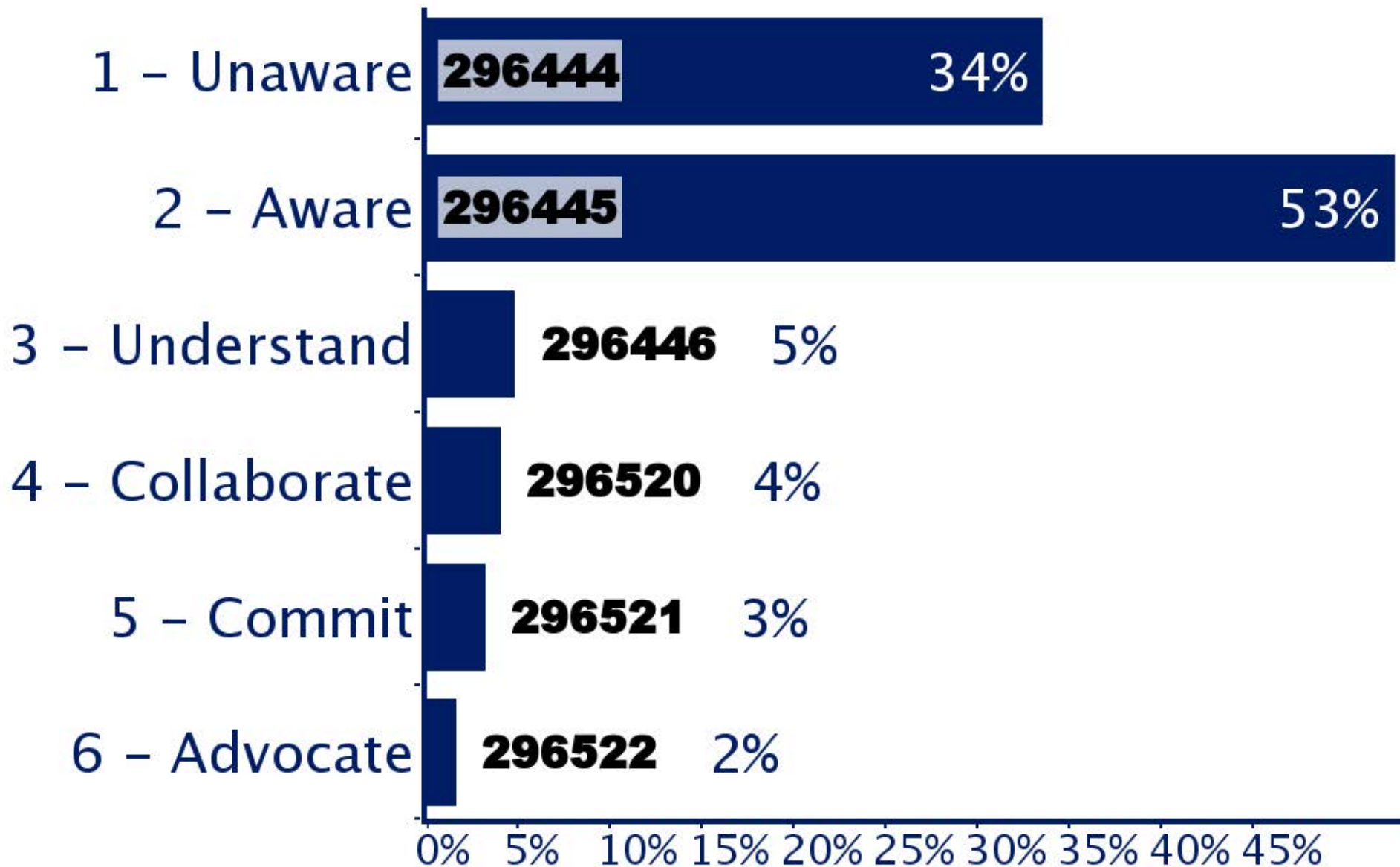
Where are YOU on the curve?

📱 Text a **CODE** to 22333



Where do you think your STAFF are on the curve?

📱 Text a **CODE** to 22333



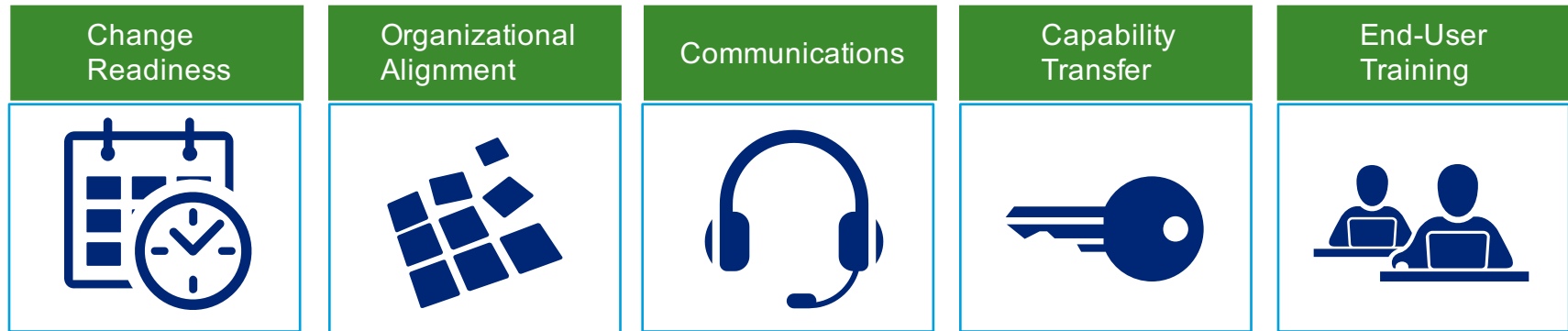
Why? (For example: Fear, Lack of knowledge, Desire to keep things how they are, etc.)

 Text **291968** and your message to **22333**

- "too busy to care" 6 days ago
- "skeptical" 6 days ago
- "Tired" 6 days ago
- "Most things come across as conceptual and the actual process is unknown" 6 days ago
- "tried this before and it didn't work." 6 days ago
- "status quo oriented" 6 days ago
- "we have not told them expectations" 6 days ago
- "I need to be better at helping them understand the new paradigm" 6 days ago
- "they remember phoenix" 6 days ago
- "lack of knowledge of anything concrete" 6 days ago
- "Poor communication + overwhelmed with day to day + resistance to change (in the box thinking)" 6 days ago
- "lack of solid indicators pointing to success" 6 days ago
- "disinterest" 6 days ago
- "it's the way it always has been done" 6 days ago
- "no tangible results" 6 days ago
- "some staff fearful will lose job with change" 6 days ago
- "frustration" 6 days ago
- "Lack of complete understanding of the processes." 6 days ago
- "This is not the first attempt to redesign the department. The last attempts were not so successful. And. The unknown." 6 days ago
- "some HQ stuff is just concept details. Until it's real it doesn't matter." 6 days ago
- "Lack of time in management to truly be a change champion" 6 days ago
- "uncertain" 6 days ago
- "Adverse conditioning" 6 days ago
- "lack of clear communication from top to bottom" 6 days ago
- "Apathetic." 6 days ago
- "Not enough funding to maintain the parks - why are we spending money on these other efforts?" 6 days ago
- "they just don't care. They want staff and BODIES to help serve the visitors." 6 days ago
- "lack of knowledge" 6 days ago
- ". Need staff" 6 days ago
- "Been here before. Nothing changed." 6 days ago
- "Fear of rank buy in" 6 days ago
- "Too busy doing their jobs to give it a lot of thought" 6 days ago
- "fear of losing special classification opportunities" 6 days ago
- "Today's disc is tomorrow's business chemistry" 6 days ago
- "Done it before, didn't work then why now" 6 days ago
- "communication and lack of perceived relevance" 6 days ago
- "all are afraid change will have a negative impact on them" 6 days ago
- "fear of how to pay for it" 6 days ago
- "lack of substantive communication" 6 days ago
- "resistance" 6 days ago
- "because uncertain on how change will affect them" 6 days ago
- "Fear of more work...staff are already so overwhelmed" 6 days ago
- "Past changes not well executed." 6 days ago
- "lack of knowledge" 6 days ago
- "Not entirely confident that what is being said matches that that is being done" 6 days ago
- "uncertain, cynical, whipped puppies" 6 days ago
- "resistance and fear" 6 days ago
- "it's been done before" 6 days ago
- "Lack of leadership" 6 days ago
- "Organizational malaise due to mission creep" 6 days ago
- "They won't get the funding they need to do what will be required" 6 days ago
- "given up" 6 days ago
- "they just want staff hired to help them" 6 days ago
- "early process fear" 6 days ago
- "they think they have no control of the future and little or no input" 6 days ago
- "no real answers or direction about whats going on. Communicating old news instead of new." 6 days ago
- "not a lot of helpful information being shared" 6 days ago
- "no staff to do it" 6 days ago
- "too early in process" 6 days ago
- "limited details on how to execute plan." 6 days ago
- "lack of communication" 6 days ago
- "not a lot of helpful information being" 6 days ago
- "changes don't stick" 6 days ago
- "Not enough information from transformation team." 6 days ago
- "Comfort with the status quo" 6 days ago
- ". Busy doing their jobs" 6 days ago
- "they don't see it as relevant. It's background noise" 6 days ago
- "Slide: "A proactive approach to addressing staff concerns can make or break the transformation effort". If no one here today addresses our SEVERE" 6 days ago
- "Deflated expectations" 6 days ago
- "excited about change" 6 days ago
- "no trust" 6 days ago
- "afraid their job will change significantly" 6 days ago
- "exhausted and worried about the here and now" 6 days ago
- "lack of knowledge" 6 days ago
- "lack of knowledge" 6 days ago
- "Apathy, "not my problem" 6 days ago
- "lack of specifics" 6 days ago
- "change is challenging" 6 days ago
- "Knowledge deficit" 6 days ago
- "they are afraid that the change will not last." 6 days ago
- "sounds like last time." 6 days ago
- "pessimistic" 6 days ago
- "Lack of communication from management." 6 days ago
- "change and uncertain" 6 days ago
- "staff waiting to participate and provide input" 6 days ago
- "willing" 6 days ago
- "fatigue" 6 days ago
- "Folks are afraid of change and it makes them uncomfortable" 6 days ago
- "fear that their job will unintentionally be made more difficult" 6 days ago
- "Not enough hours in the day." 6 days ago
- "Don't know how the transformation will affect them and their work and work relationships" 6 days ago
- "Lack of communication" 6 days ago
- "jaded—same old stuff" 6 days ago
- "Distrustful of the process." 6 days ago
- "frustrated and lack of trust. Been down this road before with no success." 6 days ago
- "out of touch" 6 days ago
- "General malaise" 6 days ago
- "lack of knowledge" 6 days ago
- "skeptical, change isn't easy" 6 days ago
- "Buried in work and someone else's problem." 6 days ago

Effective Change Management Includes Many Components

There are several key tools and processes available to address the challenges associated with organizational change management.



Key Objectives

- Assess & manage organizational readiness
- Assess & facilitate leadership alignment and action planning
- Prepare & engage stakeholders

- Assess process, organization, and job impacts
- Plan, design, implement, and execute role to position mapping
- Establish workforce transition plans

- Plan, design, develop, and deliver stakeholder communications throughout the project life cycle

- Plan design, execute, and manage the capability transfer process

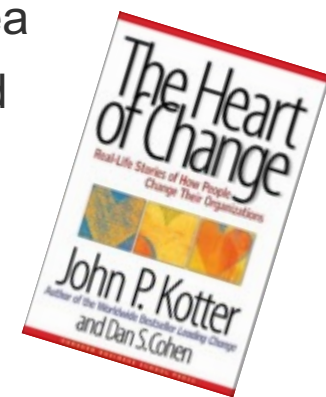
- Plan, design, develop, and deliver the end-user learning (training) program

Communications can serve as a primary Change Management tool for the Transformation Team

Strategies for Leaders

Strategies that leaders can use to promote change concepts and support their staff are listed below:

- Use the Department-wide communications (Transformation Tuesdays, the intranet, etc...) and share messages and progress with staff
- Create time during your staff meetings to discuss any changes and emphasize messaging
- Identify examples of positive response to change, i.e. success stories and share them with the Transformation Team
- Meet with managers and supervisors to understand how they are perceiving the changes and discuss with them how they can help exemplify new behaviors
- Provide timely communication on status of changes
- Put together teams to tackle specific issues that impact your area
- Identify how you can translate the overall Department vision and Transformation goals to your area





Success Story: Thursday Adventures with the Superintendent

Inland Empire's

Thursday Adventures

District Superintendent Kelly Elliott



Agenda

1. What is a Thursday Adventure?
2. “Adventure” Overview
3. How this Success can be Modeled
4. Lessons Learned while Adventuring
5. Q&A and Wrap Up



**CA STATE PARKS 2014
INLAND EMPIRE DISTRICT**

What is a Thursday Adventure?

Thursday Adventures - Message (HTML)

From: Elliott, Kelly@Parks
 To: Parks Inland Empire District; Pettigrew, Alexis@Parks
 Subject: Thursday Adventures

Sent: Thu 2/06/2015 12:19 PM

Hi all,


We spend so much time working in the park, we don't always have time to experience what our visitors come out to enjoy. I want all staff in the district to have an opportunity to appreciate what we have, and why we work so hard to maintain and protect it.

Join us for hikes on select Thursdays when the weather permits and museum tours when it is too hot!! (with your supervisor's approval on a work day) Bring water, etc. Uniforms or plain clothes ok. I'll update the meeting locations or any changes to the schedule below periodically. I am open to suggestions from staff for hikes, routes, or other adventures you would like to see on the calendar. All hikes will start at 9am unless otherwise stated. Some are easy, some difficult, but all are worth it!

I hope to see you out there ☺

Thursdays	San	
March 5	Lake Perris	Bloody Hand Springs- Hunter's lot
March 26	San Timoteo	Gate
April 2	Lake Perris	Mexican hat-Lot 14
April 16	Chino Hills SP	Coal Canyon-Park by Green River golf course entrance
April 30		Wildwood Canyon Gate
May 14	Lake Perris	Terry Peak-RIM to peak to horse camp
May 28	Chino Hills SP	Discovery Center to Gilman Peak
June 11		California Citrus SHP knolls trail
June 25	MT San Jacinto SP	Sawmill Flats-meet at Idyllwild
July 9	MT San Jacinto SP	Hidden Lake-Tram (RSVP to Kelly one week before)
July 23	MT San Jacinto SP	Idyllwild
August 6	MT San Jacinto	Wellman's Cabin-Tram (RSVP to Kelly one week before)
August 20	Lake Perris	RIM tour
September 3	Chino Hills SP	Discovery Center tour
September 17	California Citrus SHP	Museum tour or hike
October 1	Chino Hills SP	TBD on weather
October 15		Wildwood Canyon gate
November 12	Chino Hills SP	TBD on weather
December 3	San Timoteo	gate
December 17	Chino Hills SP	TBD on weather

Kelly Elliott
 District Superintendent
 Inland Empire District
 17801 Lake Perris Drive
 Perris, CA 92571
 951-940-5622 ph



Adventure Overview



March 5, 2015

Archaeological Site-Bloody Hand Springs

Lake Perris SRA

April 2, 2015
Mexican Hat elev. 2444'
Lake Perris SRA





Photo by Dick DeBoer, SPPOS LG



Photo by
Dick DeBoer,
SPPOS LG

Resource Park Aides Administrative Park Aides Park Maintenance Workers

Visitor Service Park Aides Groundskeepers Office Technicians

Office Assistants Park Maintenance Assistants Management Services Technicians

Park and Recreation Specialist Sector Superintendents State Park Interpreter I

State Park Peace Officers Maintenance Park Aides Sr. Environmental Scientist

Administrative Officer I

Environmental Services Interns



CA STATE PARKS 2014 CHINO SECTOR

May 28, 2015
Gilman Peak elev. 1865'
Chino Hills SP



When I hiked with the group it was fun...

Great way to experience the parks first hand gives a better understanding and makes it easier to help and answer the park visitors questions.

Hiking is a way of life for me it's a time for good vibes and making good memories all while gaining knowledge and exercise. -Office Technician



October 8, 2015

Coal Canyon Chino Hills SP

The hikes were fun and gave us the chance to appreciate nature. I got to see more than just the paperwork side I got to appreciate the beauty of our parks.

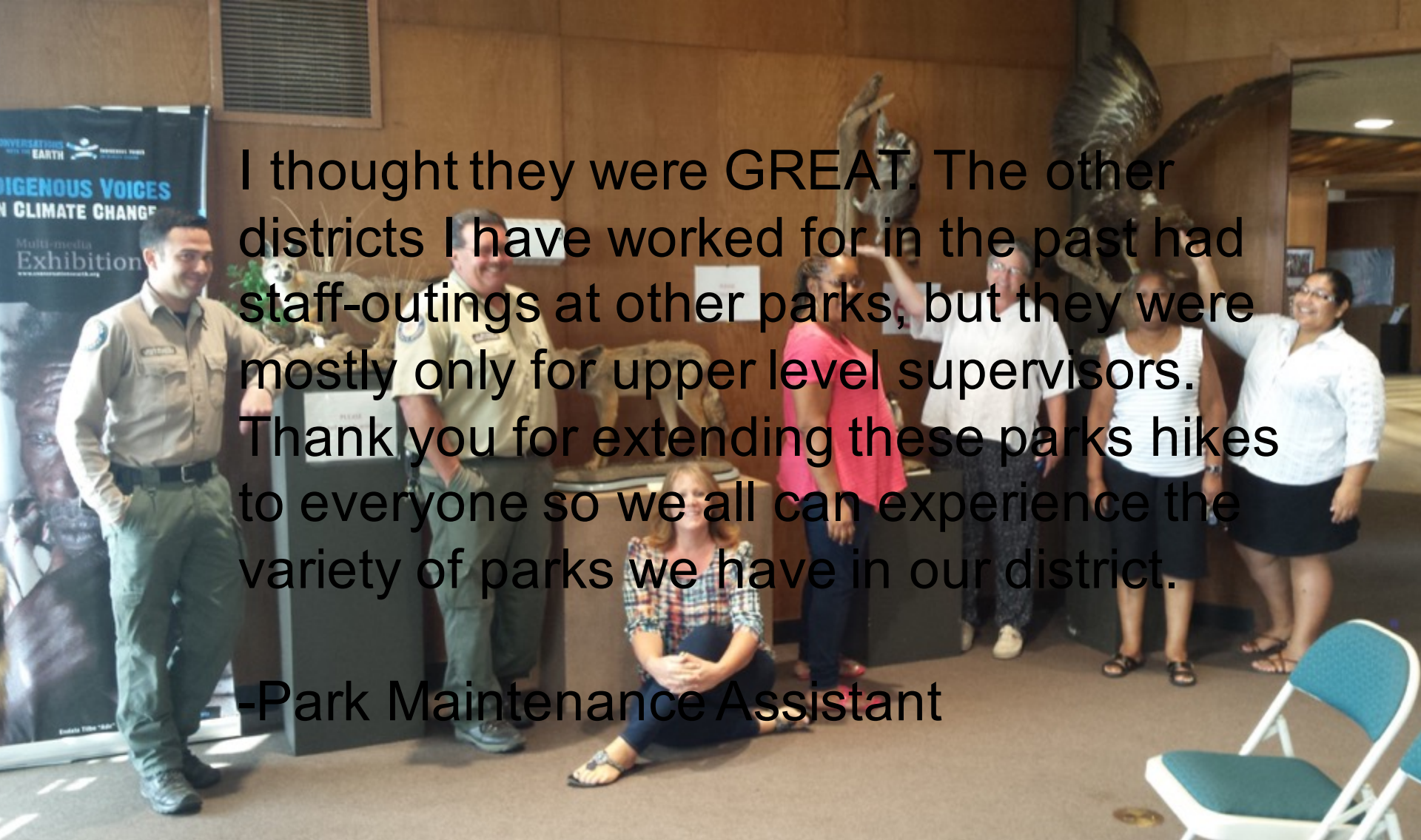
-Administrative Park Aide



The Admin staff gave very positive feedback on the Adventures attended. They appreciated the information and actually seeing what they are associated with. I believe the camaraderie and resource awareness contributes to individuals taking ownership in DPR. Being led by the DS makes it easier for Rank and File to present ideas, provide input and solutions to problems. Don't stop!

-District Admin Chief

**CA STATE PARKS 2014 PERRIS SECTOR
MAINTENANCE TEAM**



I thought they were GREAT. The other districts I have worked for in the past had staff-outings at other parks, but they were mostly only for upper level supervisors. Thank you for extending these parks hikes to everyone so we all can experience the variety of parks we have in our district.

-Park Maintenance Assistant

August 20, 2015

Regional Indian Museum Lake Perris SRA

October 22, 2015 Hunt Ranch House Wildwood Canyon SP



August 6, 2015
Wellman's Cabin Mount San Jacinto SP





June 11, 2015
California Citrus SHP

2016 Thursday Adventures (11)

3rd Thursday of each month February 18 - December 15, 2016

February-San Timoteo

March-California Citrus SHP- tour and taste

April- Lake Perris bike trail/Day use

May-Chino Hills SP –San Juan Hill from Quarterhorse

June-Mt San Jacinto SP-Idyllwild

July-Mt San Jacinto SP-Tram

August-Lake Perris SRA-Perris Group Picnic? End of season BBQ

September-Chino Hills SP-Santa Ana River Trail

October-California Citrus SHP-Knolls Trails

November-Lake Perris SRA-Alessandro Island

December- Wildwood Canyon



Break

Success Story: Refugio Oil Spill Response



Refugio Oil Spill

Refugio State Beach
Channel Coast District

May 19th, 2015

Ground Zero









Untrained “Rescuers” Arrive





Refugio and El Capitan SB Closed

Campground to Industrial Operation Overnight!



Professional Clean Up Crews Arrive

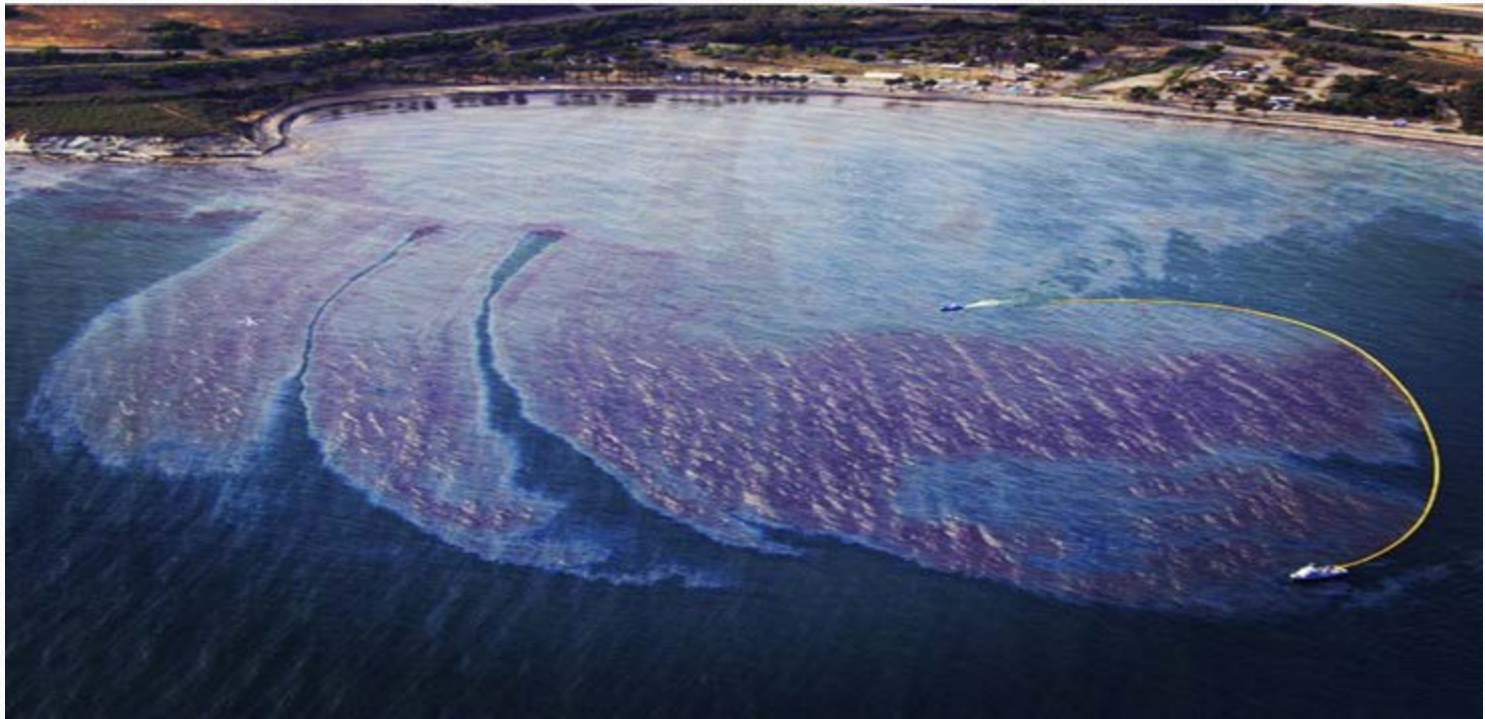




Unified Command



Marine Operations



Field Coordination



Challenges

- Significant resource damage from oil and clean up activities.
- Media Relations- 40 TV trucks at Refugio SB and daily press conferences at Unified Command.
- Armed Private Security Company
- Clean Up crews exceeding 1300 individuals
- Waste Removal/ food/ fuel/ transportation/ logistics
- Criminal Activity including drug dealing, prostitution and violence.
- Perimeter Security-Ongoing
- Staffing- 24/7-Thank you supporting Districts and SLO Coast for providing leadership with James Grennan who stepped into Incident Command when needed.
- Administration-Reimbursement and Claims

More Challenges

- As a land owner, geographic and resource experts, Unified Command looked for our lead on many important decisions.
- Politician and VIP Tours
- Media Management
- Crime Scene/Litigation – Data collection, confidentiality and access.
- Resource Protection- Remote Access, Oil Removal techniques, Air Operations, Natural/Cultural monitoring and built facility protection.
- Future pipeline activities, rights and impacts.
- Planning for more events.

Debrief

- Channel Coast District was organized, trained and prepared to respond to this incident with limited staffing.
- Eric, Nat, Tyson, Jean, Oscar, Brent, Gayla, Laura R. and all their staff.....Thank you!
- Governor's State of Emergency eliminated normal process restrictions.
- Work load increase/costs with are significant.
- Oil Spills are multi-year commitments requiring legal, project management and staff support.

Questions



Equipment Operation by
Non-Equipment Operators:
*Mechanized Equipment
Operation Standards*

Agenda

1. Purpose of Policy
2. General Information
3. Mechanized Equipment Operation Matrix
4. Approved Verifier (Trainer) Level
5. SPEO Verifier Level
6. SEM Verifier Level
7. Mechanized Equipment User Responsibilities
8. Supervisor Responsibilities
9. Verification of Proficiency
10. Q&A and Wrap Up

Purpose of Policy

Eliminate the existing confusion as to whom is allowed to operate what type of equipment.

Identify appropriate operation of mechanized equipment by non-SPEOs according to class specs.

Ensure that SPEOs are utilized appropriately.

Reduce liability for the Department.

Provide hands on experience for upward mobility.

Ensure that mechanized equipment is used by qualified personnel only.

Develop standards for the demonstration of skills and verification of proficiency.

Allow district/unit maximum flexibility in order to meet the Department's mission.



General Information

Implementation date: January 1, 2016.

This policy supersedes all prior memorandums and the DAM Section 0210.61.

This policy does not include the operation of motorcycles, ATVs, ROVs, UTVs, Boats, etc.

This policy applies to all equipment regardless of ownership (e.g., department owned, rental, foundation owned, etc.).

Over the road vehicles, including trailers, are not limited to Bargaining Unit 12 employees.

Per DAM 02610.61, it is not appropriate for a Park Aid or Senior Park Aid to operate mechanized equipment or vehicles requiring a commercial class A or B CDL.

Volunteers are not considered employees, and are only allowed to operate vehicles under 10,000 GVWR and mowers below 40hp.





Matrix

Each category in the following matrix identifies the appropriate verifier level:

- **AT (Approved Trainer)**
- **SPEO (State Park Equipment Operator)**
- **SEM (Statewide Equipment Manager or Designee)**
- **OSHA (OSHA Approved Trainer only)**

Employees must demonstrate proficiency within each equipment category to the appropriate verifier level.

See handout for matrix.



Matrix


Group	1	2	3	4	5	
	State Park Equipment Operators (SPEO) (Requires valid Class A CDL)	² Park Employees no CDL required	² Park Employees possessing valid basic Class C CDL	² Park Employees possessing valid commercial Class B CDL	² Park Employees possessing valid commercial Class A CDL	⁴ Use for non-SPEO operators only when SPEO not available
Tractors 40 HP & below , incl. mowers	3	AT	AT	AT	AT	
Tractor (Loader) 41 HP to 80 HP, incl. mowers	3		SPEO	SPEO	SPEO	
Tractor (Loader) 81 HP to 120 HP	3			SEM	SEM	✓
Tractor (Loader) 121 HP & above	3					
Excavator 35 HP & below	3		SPEO	SPEO	SPEO	
Excavator 36 HP to 50 HP	3			SEM	SEM	✓
Excavator 51 HP & above	3					
Backhoe up to 80 HP (all tractors with backhoe attachment)	3		SPEO	SPEO	SPEO	
Backhoe 81 HP to 120 HP (all tractors with backhoe attachment)	3			SEM	SEM	✓
Backhoe 121 HP & above (all tractors with backhoe attachment)	3					
Roller Compactors 60 HP & below	3		SPEO	SPEO	SPEO	
Roller Compactors 61 HP to 120 HP	3			SPEO	SPEO	
Roller Compactors 121 HP & above	3					
Road Grader 60 HP & below	3		SPEO	SPEO	SPEO	
Road Grader 61 HP & above	3					
Crawler Tractor (Dozer)	3					
Crawler Tractor (Loader) 80 HP & below	3			SEM	SEM	✓
Crawler Tractor (Loader) 81 HP & above	3					

Matrix

Group	1	2	3	4	5	
	State Park Equipment Operators (SPEO) (Requires valid Class A CDL)	² Park Employees no CDL required	² Park Employees possessing valid basic Class C CDL	² Park Employees possessing valid commercial Class B CDL	² Park Employees possessing valid commercial Class A CDL	⁴ Use for non-SPEO operators only when SPEO not available
Skid Steer (Compact Loader) 80 HP & below (Tire or Track)	3		SPEO	SPEO	SPEO	
Skid Steer 81 HP to 120 HP (Tire or Track)	3			SEM	SEM	✓
Skid Steer 121 HP & above (Tire or Track)						
Sweco type (trail) Dozer 60 HP and below	3		SPEO	SPEO	SPEO	
Sweco type (trail) Dozer 61 HP to 85 HP	3			SEM	SEM	✓
Sweco type (trail) Dozer 86 HP & above	3					
Articulating Front End Loaders up to 80 HP	3		SPEO	SPEO	SPEO	
Articulating Front End Loaders 81 HP & above	3					
Articulating Front End Loaders all HP - Snow Removal use only	3			SEM	SEM	✓
¹ Vehicles 14,000 to 26,000 Gross Vehicle Weight (GVW)	3		SPEO	SPEO	SPEO	
¹ Vehicles 26,001 GVW & over	3			SPEO	SPEO	
Any Trailers Under 10,000 GVW (not limited to BU12 employees)	3		SPEO	SPEO	SPEO	
¹⁵ th Wheel Trailers 10,000 GVW & over	3				SPEO	
¹⁵ th Wheel Trailers under 10,000 GVW	3		SPEO	SPEO	SPEO	
¹ Trailers 10,000 GVW & over	3				SPEO	
Self-Propelled Personnel Lifts	OSHA	OSHA	OSHA	OSHA	OSHA	
¹ Vehicle Mounted Personnel Lifts	OSHA	OSHA	OSHA	OSHA	OSHA	
Fork Lifts (including reach lifts & fork attachments on any equipment)	OSHA	OSHA	OSHA	OSHA	OSHA	
Any Other Equipment not specifically listed 60 HP & below	3		SPEO	SPEO	SPEO	
Any Other Equipment not specifically listed 60 HP & above	3					

Matrix

Footnotes Abbreviations – See handout back page

- 
1. **Commercial CDL requirements; driving proficiency and BIT files, Hazmat endorsements.**
 2. **Employee definition, etc.**
 3. **SPEO experience and knowledge.**
 4. **Equipment use limited to when SPEO is not available only and not project based.**



Approved Trainer Level

Situations: Lawn mowing, spreading wood chips, work on trails, etc.

This level is for tractors under 40hp, including mowers, category only.

- **Approved Trainer:**
 - **Must be knowledgeable and experienced on the District's mowers and under 40hp tractors;**
 - **Must be approved by District or Unit management in order to verify employee's proficiency.**
- **To operate these mowers and under 40hp tractors, employees must:**
 - **Demonstrate their proficiency on the equipment to an Approved Trainer;**
 - **Read and agree to the Mechanized Equipment User Responsibilities in the Departmental Notice;**
 - **No California Driver License is required to operate this equipment.**

If the Approved Trainer determines that the employee is proficient on the equipment, it will be recorded in ETMS.



SPEO Verification Level

Situations: normal maintenance tasks such as spreading wood chips, leveling a campsite, tree trimming & removal (using utility type equipment).

This level is for small mechanized equipment only (e.g., excavators under 36hp, backhoes under 81hp, etc.).

- **To operate this equipment, employees must:**
 - **Be in Bargaining Unit 12 (non-supervisory);**
 - **Demonstrate their proficiency on the equipment to the SPEO;**
 - **Read and agree to the Mechanized Equipment User Responsibilities in the Departmental Notice;**
 - **Possess a valid Class C California Driver License (at minimum) to operate this equipment.**

If the SPEO determines that the employee is proficient on the equipment, it will be recorded in ETMS.

If SPEO is uncomfortable verifying proficiency on the specific equipment, verification to be elevated to SEM Verification Level



SEM Verification Level

Situations: Non-project-based tasks such as broken sewer/water line, storm damage, flooding, fallen tree, etc., when SPEO is not available

This level is for mid-sized mechanized equipment only (e.g., excavators 36hp to 50hp, backhoes 81hp to 120hp, etc.).

- **To operate this equipment, employees must:**
 - **Possess a valid commercial class A or B CDL and be enrolled in the Federal Drug and Alcohol Random Testing Pool to operate equipment in Group 4 or Group 5;**
 - **Be in Bargaining Unit 12 (non-supervisory);**
 - **Demonstrate their proficiency on the equipment to the SEM or designee;**
 - **Read and agree to the Mechanized Equipment User Responsibilities in the Departmental Notice.**

If the SEM or designee determines that the employee is proficient on the equipment, it will be recorded in ETMS.

A differential is available for employees operating mechanized equipment at this level.



Mechanized Equipment User Responsibilities

Non-SPEO employees possessing valid commercial class A or B CDLs are not required to operate mechanized equipment in the performance of their jobs, unless it is stated in their duty statement.

Users of mechanized equipment, including SPEOs, should not operate equipment if they:

- **believe the equipment is unsafe to operate;**
- **have any doubts as to its proper and safe operation;**
- **do not believe they have been properly trained on the equipment;**
- **do not believe they are currently capable to properly operate the equipment (e.g., illness, injury, drowsiness, medications, and/or other temporary situations that may affect the user's mental or physical ability to properly operate the equipment, etc.);**
- **believe the requested job is inappropriate for the equipment;**
- **believe the operating conditions (e.g., terrain, weather, proximity to employees and/or public visitors and/or property, etc.) are unsafe.**



Supervisor Responsibilities



Supervisors are to use additional diligence to ensure appropriate safety measures, equipment handling, etc., are followed by employees, especially non-SPEO employees, operating any of the equipment as outlined in the matrix.

Supervisors are to use additional diligence to determine which jobs and terrain are suitable for non-SPEO operators.

Supervisors are responsible to ensure the protection of resources, the adherence to environmental policies, etc.



Verification of Proficiency

Verification certification is limited to each district only and will be tracked in ETMS.

Handouts will be available to outline the knowledge, skills and abilities needed to demonstrate proficiency for each matrix category, such as:

- Proper use of all functions;
- Proper use in varied terrain found within the district;
- Legal restrictions;
- Backing;
- Safety features and Hazmat procedures;
- Record keeping and requirements.

Training classes will be held throughout the state for larger equipment.

Recertification of non-SPEO operators is required every five years, upon transfer to another District, or when new equipment is brought into the District.

ETMS will house training records. Employee may elect to carry a DPR161 card.

Note: BIT regulations require proficiency documentation to be filed in the employee's BIT file.



Q&A and Wrap Up



DIP/DAR/Subaccount and Enterprise Funds

Revenue Generation Program

- Enterprise Funding
- Revenue Incentive Subaccount
- District Incentive Program (DIP)
- Department Above Revenue Program (DAR)

Enterprise Funding

Overview

- **Consists of Prop 84 and Prop 40 dollars**, amounting to approximately \$13 million
- Money is for **capital outlay or support expenditures until 2019**
- Projects **must enhance** revenue for the Department

Subaccount

Revenue Incentive Subaccount Program

- Senate Bill 1018 (Chapter 39, Statutes of 2012)
 - Funds within the Subaccount are held within a **sub-fund of the** State Parks Recreation Fund
 - The funds are **available until fiscal year 2018/19**
 - The Subaccount receives \$4.34M annually until fiscal year 2018/19

Subaccount

Eligibility Criteria

Project must:

- Be consistent with the mission of California State Parks
- Be consistent with the Purpose, General Plan and Management Plan of the park unit
- Be complimentary to the public investment in the park, which provides public recreational opportunities consistent with the protection of significant historical, cultural, and natural resources
- Contribute to the success of the Department's revenue generation program by either:
 - Creating new opportunities for **increased revenue** potential
 - Maintaining existing opportunities which prevent revenue loss

Subaccount

Eligibility Criteria

Request for proposals is announced prior to the new fiscal year.

Proposals shall include:

- A clear description of the project
- A written analysis demonstrating the demand for the proposed project or service
- A timeframe for implementation of the project
- A financial pro-forma which includes
 - Projected revenue, including assumptions
 - Projected costs, including design, planning, construction, operation, staff, maintenance, marketing, and information technology (if applicable)
 - Projected rate of return on the investment
 - Proposed fee or pricing schedule
 - Assumed occupancy rates
 - any other relevant criteria upon which the forecast was based

District Incentive Program (DIP)

Definition

DIP was established pursuant to public resources code **section 5010.7(d)(1)**

(1) (A) The department shall allocate 50 percent of the total amount of revenues deposited into the State Parks Revenue Incentive Subaccount pursuant to subdivision (c), generated by a park district to that district if the amount of revenues generated exceeds the targeted revenue amount prescribed in the revenue generation program. The revenues to be allocated to a park district that fails to achieve the revenue target shall remain in the subaccount.

(B) With the approval of the director, each district shall use the funds it receives from the department from the revenue generation program to improve the parks in that district through revenue generation programs and project and other activities that will assist in the district's revenue generation activities, and the programs, projects, and other activities shall be consistent with the mission and purpose of each unit with the plan developed for the unit pursuant to subdivision (a) of Section 5002.2

Translation:

- DIP funds may only be spent on projects which improve the park units or the visitor experience, create or maintain activities or programs, and assist with the District's revenue generation program

Department Above Revenue (DAR)

Definition

DAR was established pursuant to 5010.7(d)(2)

(2) The department shall use 50 percent of the funds deposited into the State Parks Revenue Incentive Subaccount pursuant to subdivision (c) for the following purposes:

(A) To fund the capital costs of construction and installation of new revenue and fee collection equipment and technologies and other physical upgrades to existing state park system lands and facilities

(B) For costs of restoration, rehabilitation, and improvement of the state park system and its natural, historical, and visitor serving resources that enhance visitation and are designed to create opportunities to increase revenues

(C) For costs to the department to implement the action plan required to be developed by the department pursuant to Section 5019.92

(D) In accordance with the provisions of the subaccount, for expenditures to support revenue generation projects that include, but are not limited to, staffing kiosks, campgrounds and parking lots

Programmatic Area Breakout Group Logistics

Programmatic breakout groups will be meeting after lunch from 1:00 pm to 5:00 pm. Please refer to your name tag for your group assignment. The location for each breakout group is provided below.

Programmatic Breakout Area Room Assignments

Administration: Mott - Madrone

Facilities: Mott - Whitehead

Interpretation & Education: Fred Farr

Natural and Cultural Resources: Kiln

District Superintendents: Chapel

Lunch

Questions

For general questions regarding this presentation deck, please contact Megan Crookham, mcrookham@deloitte.com.