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?

<table>
<thead>
<tr>
<th>State Park</th>
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<tbody>
<tr>
<td>Calaveras Big Trees</td>
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<td>Pismo State Beach</td>
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<td>China Camp State Park</td>
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<td>Hungry Valley SVRA</td>
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<td>Bidwell Sacramento River State Park</td>
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<td>Cypress Big Trees, Florida</td>
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<td>Bodie</td>
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<td>Torrey Pines</td>
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<td>LA Purissima Mission SHP</td>
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<td>Mount San Jacinto</td>
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<td>Montgomery Woods</td>
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<td>Plumes Eureka</td>
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<td>South Finegold</td>
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<td>Prairie City SVRA</td>
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<td>Armstrong</td>
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<td>Red Rock</td>
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<td>Mendocino Headlands</td>
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<td>Lake Perris SRA</td>
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<td>Ano Nuevo</td>
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<td>Onyx</td>
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<td>Lighthouse Field SB</td>
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<td>Big Sur</td>
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<td>Carlin Head</td>
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<td>Pluma Eureka</td>
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<td>Henry Cowell</td>
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<td>Tijuana Estuary</td>
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<td>Pescadero</td>
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<td>Red Rock Canyon SP</td>
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<td>Henry Coe</td>
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<td>John Little State Reserve</td>
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<td>Morro Strand</td>
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<td>Ocotillo Wells</td>
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<td>Providence</td>
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<td>Andrew Molera</td>
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<td>Jed Smith</td>
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<td>Mt. Tam</td>
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<td>Fort Ord</td>
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<td>Huntington State Beach</td>
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<td>Wilder Ranch</td>
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<td>Van Damme State Park</td>
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<td>Carnegie</td>
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<td>Fort Ord Dunes State Park</td>
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<td>Greenwood State Beach</td>
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<td>Hearst Castle</td>
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<td>Capitol Park</td>
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<tr>
<td>Providence Mountains</td>
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<tr>
<td>Oceano Dunes</td>
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</table>
Welcome and Introductions
Message from the Director
## Agenda – Monday December 7th 2015

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

1 – Not at all informed
279569  2%

2 – Somewhat informed
296065  38%

3 – Informed
296066  32%

4 – Well informed
296072  15%

5 – Extremely well informed
296076  12%
Poll Everywhere - What one word would you use to describe the future State Parks Department?
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?

- 1 – Not at all confident: 11% (296080)
- 2 – Somewhat confident: 51% (296085)
- 3 – Confident: 14% (296086)
- 4 – Very confident: 15% (296088)
- 5 – Extremely confident: 10% (296089)
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?

Text a **CODE** to 22333

<table>
<thead>
<tr>
<th>Option</th>
<th>Code</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 - Zero</td>
<td>251798</td>
<td>15%</td>
</tr>
<tr>
<td>2 - A little</td>
<td>251880</td>
<td>27%</td>
</tr>
<tr>
<td>3 - Some</td>
<td>291459</td>
<td>28%</td>
</tr>
<tr>
<td>4 - A good amount</td>
<td>291955</td>
<td>18%</td>
</tr>
<tr>
<td>5 - A whole lot</td>
<td>291963</td>
<td>8%</td>
</tr>
<tr>
<td>6 - I'm teaching a class next week</td>
<td>296161</td>
<td>2%</td>
</tr>
</tbody>
</table>
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.
Implementing & Sustaining Transformation

8. Make it Stick: Change leaders must reward, and model the new behavior in order to embed it in the fabric of the organization.

7. Perseverance: Don’t let up! Guiding teams should be persistent, monitor and measure progress, and not declare victory prematurely.

6. Short-term Wins: Change leaders should reenergize the organization’s sense of urgency by achieving the visible, timely, and meaningful performance improvements.

5. Enablement: Enable action by removing barriers that hinder people who want to make the vision work.

4. Communication: Change leaders should communicate for buy-in by delivering heartfelt messages about the change to create trust, and the necessary commitment to achieve the vision.

3. Get the Right Vision: Get the vision right by creating a clear, inspiring, and achievable picture of the future.

2. Build the Guiding Team: Mobilize leaders who are focused, committed, enthusiastic, and can lead the change.

1. Increase Urgency: Build a sense of urgency about the needed change by increasing energy and motivation.
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.
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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.

"Change is exciting"
"State Parks is taking a bold step"

"Change is exciting"
"State Parks is taking a bold step"

"To what extent will it affect me?"

"Same job, more accountability and oversight!"
"I don’t trust those guys on the project!"

"I can’t act any more with all this uncertainty"

"I’ll do what is necessary to survive"

"This is not something I want to be a part of"

"Maybe, I should learn more about the changes"
"The train is leaving, I better get on"
"It’s difficult, but we can do it"

"It is the right thing to do"
"We will succeed"

"I think I can figure out how to live with it"

"I'll do what is necessary to survive"

"This is not something I want to be a part of"

"We will succeed"

"It is the right thing to do"

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"I’ll do what is necessary to survive"

"This is not something I want to be a part of"
As efforts are implemented to address change resistance, there will be an increase in commitment to the Transformation initiatives.
Where are YOU on the curve?

Text a CODE to 22333

1 – Unaware 4% 296359
2 – Aware 296360 29% 29
3 – Understand 296361 19%
4 – Collaborate 296362 20%
5 – Commit 296419 10%
6 – Advocate 296420 17%
Where do you think your STAFF are on the curve?

Text a CODE to 22333

1 – Unaware: 296444, 34%
2 – Aware: 296445, 53%
3 – Understand: 296446, 5%
4 – Collaborate: 296520, 4%
5 – Commit: 296521, 3%
6 – Advocate: 296522, 2%
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”
“skeptical”
“tired”
“most things come across as conceptual and the actual process is unknown”
“tried this before and it didn’t work.”
“status quo oriented”
“we have not told them expectations”
“I need to be better at helping them understand the new paradigm”
“They remember Phoenix”
“lack of knowledge of anything concrete”
“poor communication + overwhelmed with day to day + resistance to change (in the box thinking)”
“lack of solid indicators pointing to success”
“disinterest”
“It’s the way it always has been done”
“no tangible results”
“some staff fearful will lose job with change”
“frustration”
“lack of complete understanding of the processes.”
“This is not the first attempt to redesign the department. The last attempts were not so successful. And. The unknown.”
“some HQ staff is just concept details. Until it’s real it doesn’t matter.”
“lack of time in management to truly be a change champion”
“uncertain”
“Adverse conditioning”
“lack of clear communication from top to bottom”
“Apathetic.”
“Not enough funding to maintain the parks - why are we spending money on these other efforts?”
“They just don’t care. They want staff and BODs to help serve the visitors.”
“lack of knowledge”
“Need staff”
“Been here before. Nothing changed.”
“Fear of rank buy in”
“too busy doing their job to give it a lot of thought”
“Fear of losing special classification opportunities”
“Today’s disc is tomorrow’s business chemistry”
“Done. It before. Didn’t work then why now”
“communication and lack of perceived relevance”
“All are afraid change will have a negative impact on them.”
“Fear of how to pay for it”
“lack of substantive communication”
“Resistance”
“Because uncertain on how change will affect them”
“Fear of more work...staff are already overwhelmed”
“Past changes not well executed.”
“lack of knowledge”
“Not entirely confident that what is being said matches that that is being done”
“Uncertain, cynical, whipped puppies”
“resistance and fear”
“It’s been done before”
“lack of leadership”
“Organizational malaise due to mission creep”
“They won’t get the funding they need to do what will be required”
“Given up”
“They just want staff to help them”
“Early process fear”
“They think they have no control of the future and little or no input”
“no real answers or discussion about what’s going on. Communicating old news instead of new.”
“Not a lot of helpful information being shared”
“no staff to do it”
“too early in process”
“Limited details on how to execute plan.”
“lack of communication”
“Not a lot of helpful information being there”
“changes don’t stick”
“Not enough information from transformation team”
“Comfort with the status quo”
“Busy doing their job”
“They don’t see it as relevant. It’s background noise”
“lack of communication from management.”
“change and uncertain”
“Staff waiting to participate and provide input”
“Wiling”
“Fatigue”
“Deflated expectations”
“Excited about change”
“Folks are afraid of change and it makes them uncomfortable”
“Folks that their job will un unintentionally be made more difficult”
“Fear that their job will not last.”
“sounds like last time.”
“Pessimistic”
“Lack of communication”
“jaded/same old stuff”
“Knowledge deficit”
“Disillusioned of the process.”
“Frustrated and lack of trust. Been down this road before with no success.”
“out of touch”
“general malaise”
“lack of knowledge”
“Buried in work and someone else’s problem.”
“Skeptical, change isn’t easy”
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

<table>
<thead>
<tr>
<th>Change Readiness</th>
<th>Organizational Alignment</th>
<th>Communications</th>
<th>Capability Transfer</th>
<th>End-User Training</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assess &amp; manage organizational readiness</strong></td>
<td><strong>Assess process, organization, and job impacts</strong></td>
<td><strong>Plan, design, develop, and deliver stakeholder communications throughout the project life cycle</strong></td>
<td><strong>Plan design, execute, and manage the capability transfer process</strong></td>
<td><strong>Plan, design, develop, and deliver the end-user learning (training) program</strong></td>
</tr>
<tr>
<td><strong>Assess &amp; facilitate leadership alignment and action planning</strong></td>
<td><strong>Plan, design, implement, and execute role to position mapping</strong></td>
<td><strong>Establish workforce transition plans</strong></td>
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<td><strong>Prepare &amp; engage stakeholders</strong></td>
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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
What is a Thursday Adventure?

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 😊

<table>
<thead>
<tr>
<th>Thursdays</th>
<th>States</th>
<th>Trails</th>
</tr>
</thead>
<tbody>
<tr>
<td>March 5</td>
<td>Lake Perris</td>
<td>Bloody Hand Springs- Hunter’s lot</td>
</tr>
<tr>
<td>March 26</td>
<td>San Timoteo</td>
<td>Gate</td>
</tr>
<tr>
<td>April 2</td>
<td>Lake Perris</td>
<td>Mexican hat-Lot 14</td>
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<tr>
<td>April 16</td>
<td>Chino Hills SP</td>
<td>Coal Canyon-Park by Green River golf course entrance</td>
</tr>
<tr>
<td>April 30</td>
<td>Wildwood Canyon Gate</td>
<td></td>
</tr>
<tr>
<td>May 4</td>
<td>Lake Perris</td>
<td>Terry Peak-RIM to peak to horse camp</td>
</tr>
<tr>
<td>May 20</td>
<td>Chino Hills SP</td>
<td>Discovery Center to Gilman Peak</td>
</tr>
<tr>
<td>June 1</td>
<td>California Citrus SHP</td>
<td>Knolls trail</td>
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<tr>
<td>June 25</td>
<td>Mt San Jacinto SP</td>
<td>Sawmill Flats meet at Idyllwild</td>
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<tr>
<td>July 9</td>
<td>Mt San Jacinto SP</td>
<td>Hidden Lake-Tram (RSVP to Kelly one week before)</td>
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<tr>
<td>July 23</td>
<td>Mt San Jacinto SP</td>
<td>Idyllwild</td>
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<tr>
<td>August 6</td>
<td>Mt San Jacinto SP</td>
<td>Wellman’s Cabin-Tram (RSVP to Kelly one week before)</td>
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<tr>
<td>August 28</td>
<td>Lake Perris</td>
<td>Rim tour</td>
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<tr>
<td>September 3</td>
<td>Chino Hills SP</td>
<td>Discovery Center tour</td>
</tr>
<tr>
<td>September 17</td>
<td>California Citrus SHP-Museum tour or hike</td>
<td></td>
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<tr>
<td>October 1</td>
<td>Chino Hills SP</td>
<td>TBD on weather</td>
</tr>
<tr>
<td>October 15</td>
<td>Wildwood Canyon Gate</td>
<td></td>
</tr>
<tr>
<td>November 12</td>
<td>Chino Hills SP</td>
<td>TBD on weather</td>
</tr>
<tr>
<td>December 3</td>
<td>San Timoteo</td>
<td>Gate</td>
</tr>
<tr>
<td>December 17</td>
<td>Chino Hills SP</td>
<td>TBD on weather</td>
</tr>
</tbody>
</table>

Kelly Elliott
District Superintendent
Inland Empire District
17801, Lake Perris Drive
Perris, CA 92571
951-940-5622 p/h
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
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
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
October 22, 2015
Hunt Ranch House
Wildwood Canyon SP
August 6, 2015
Wellman’s Cabin Mount San Jacinto SP
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.
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.
<table>
<thead>
<tr>
<th>Group</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Park Employees (SPEO) (Requires valid Class A CDL)</td>
<td>SPEO</td>
<td>SPEO</td>
<td>SPEO</td>
<td>SPEO</td>
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</tr>
<tr>
<td>Tractors 40 HP &amp; below, incl. mowers</td>
<td>3</td>
<td>AT</td>
<td>AT</td>
<td>AT</td>
<td>AT</td>
</tr>
<tr>
<td>Tractor (Loader) 41 HP to 80 HP, incl. mowers</td>
<td>3</td>
<td>SPEO</td>
<td>SPEO</td>
<td>SPEO</td>
<td>SEM</td>
</tr>
<tr>
<td>Tractor (Loader) 81 HP to 120 HP</td>
<td>3</td>
<td>SEM</td>
<td>SEM</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Excavator 35 HP &amp; below</td>
<td>3</td>
<td>SPEO</td>
<td>SPEO</td>
<td>SPEO</td>
<td>✔</td>
</tr>
<tr>
<td>Excavator 36 HP to 50 HP</td>
<td>3</td>
<td>SEM</td>
<td>SEM</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Excavator 51 HP &amp; above</td>
<td>3</td>
<td>SPEO</td>
<td>SPEO</td>
<td>SPEO</td>
<td>✔</td>
</tr>
<tr>
<td>Backhoe up to 80 HP (all tractors with backhoe attachment)</td>
<td>3</td>
<td>SPEO</td>
<td>SPEO</td>
<td>SPEO</td>
<td>✔</td>
</tr>
<tr>
<td>Backhoe 81 HP to 120 HP (all tractors with backhoe attachment)</td>
<td>3</td>
<td>SEM</td>
<td>SEM</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Backhoe 121 HP &amp; above (all tractors with backhoe attachment)</td>
<td>3</td>
<td>SPEO</td>
<td>SPEO</td>
<td>SPEO</td>
<td>✔</td>
</tr>
<tr>
<td>Roller Compactors 60 HP &amp; below</td>
<td>3</td>
<td>SPEO</td>
<td>SPEO</td>
<td>SPEO</td>
<td>✔</td>
</tr>
<tr>
<td>Roller Compactors 61 HP to 120 HP</td>
<td>3</td>
<td>SPEO</td>
<td>SPEO</td>
<td>SPEO</td>
<td>✔</td>
</tr>
<tr>
<td>Roller Compactors 121 HP &amp; above</td>
<td>3</td>
<td>SPEO</td>
<td>SPEO</td>
<td>SPEO</td>
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<tr>
<td>Road Grader 60 HP &amp; below</td>
<td>3</td>
<td>SPEO</td>
<td>SPEO</td>
<td>SPEO</td>
<td>✔</td>
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<tr>
<td>Road Grader 61 HP &amp; above</td>
<td>3</td>
<td>SPEO</td>
<td>SPEO</td>
<td>SPEO</td>
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</tr>
<tr>
<td>Crawler Tractor (Dozer)</td>
<td>3</td>
<td>SPEO</td>
<td>SPEO</td>
<td>SPEO</td>
<td>✔</td>
</tr>
<tr>
<td>Crawler Tractor (Loader) 80 HP &amp; below</td>
<td>3</td>
<td>SEM</td>
<td>SEM</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Crawler Tractor (Loader) 81 HP &amp; above</td>
<td>3</td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

4 Use for non-SPEO operators only when SPEO not available.
<table>
<thead>
<tr>
<th>Group</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Skid Steer (Compact Loader) 80 HP &amp; below (Tire or Track)</td>
<td>3</td>
<td>SPEO</td>
<td>SPEO</td>
<td>SPEO</td>
<td></td>
</tr>
<tr>
<td>Skid Steer 81 HP to 120 HP (Tire or Track)</td>
<td>3</td>
<td></td>
<td>SEM</td>
<td>SEM</td>
<td>✓</td>
</tr>
<tr>
<td>Skid Steer 121 HP &amp; above (Tire or Track)</td>
<td>3</td>
<td>SPEO</td>
<td>SPEO</td>
<td>SPEO</td>
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</tr>
<tr>
<td>Sweco type (trail) Dozer 60 HP and below</td>
<td>3</td>
<td>SPEO</td>
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<tr>
<td>Sweco type (trail) Dozer 61 HP to 85 HP</td>
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<td>SEM</td>
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<tr>
<td>Sweco type (trail) Dozer 86 HP &amp; above</td>
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<td>SPEO</td>
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</tr>
<tr>
<td>Articulating Front End Loaders up to 80 HP</td>
<td>3</td>
<td>SPEO</td>
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<td></td>
</tr>
<tr>
<td>Articulating Front End Loaders 81 HP &amp; above</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Articulating Front End Loaders all HP - Snow Removal use only</td>
<td>3</td>
<td></td>
<td>SEM</td>
<td>SEM</td>
<td>✓</td>
</tr>
<tr>
<td>¹Vehicles 14,000 to 26,000 Gross Vehicle Weight (GVW)</td>
<td>3</td>
<td>SPEO</td>
<td>SPEO</td>
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<tr>
<td>¹Vehicles 26,001 GVW &amp; over</td>
<td>3</td>
<td>SPEO</td>
<td></td>
<td>SPEO</td>
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</tr>
<tr>
<td>Any Trailers Under 10,000 GVW (not limited to BU12 employees)</td>
<td>3</td>
<td></td>
<td>SPEO</td>
<td>SPEO</td>
<td></td>
</tr>
<tr>
<td>¹5th Wheel Trailers 10,000 GVW &amp; over</td>
<td>3</td>
<td>SPEO</td>
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<tr>
<td>¹5th Wheel Trailers under 10,000 GVW</td>
<td>3</td>
<td>SPEO</td>
<td>SPEO</td>
<td>SPEO</td>
<td></td>
</tr>
<tr>
<td>¹Trailers 10,000 GVW &amp; over</td>
<td>3</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Self-Propelled Personnel Lifts</td>
<td>OSHA</td>
<td>OSHA</td>
<td>OSHA</td>
<td>OSHA</td>
<td>OSHA</td>
</tr>
<tr>
<td>¹Vehicle Mounted Personnel Lifts</td>
<td>OSHA</td>
<td>OSHA</td>
<td>OSHA</td>
<td>OSHA</td>
<td>OSHA</td>
</tr>
<tr>
<td>Fork Lifts (including reach lifts &amp; fork attachments on any equipment)</td>
<td>OSHA</td>
<td>OSHA</td>
<td>OSHA</td>
<td>OSHA</td>
<td></td>
</tr>
<tr>
<td>Any Other Equipment not specifically listed 60 HP &amp; below</td>
<td>3</td>
<td></td>
<td>SPEO</td>
<td>SPEO</td>
<td></td>
</tr>
<tr>
<td>Any Other Equipment not specifically listed 60 HP &amp; above</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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)
  
  o Funds within the Subaccount are held within a sub-fund of the State Parks Recreation Fund
  
  o The funds are available until fiscal year 2018/19
  
  o The Subaccount receives $4.34M annually until fiscal year 2018/19
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:
  o Creating new opportunities for increased revenue potential
  o 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
  o Projected revenue, including assumptions
  o Projected costs, including design, planning, construction, operation, staff, maintenance, marketing, and information technology (if applicable)
  o Projected rate of return on the investment
  o Proposed fee or pricing schedule
  o Assumed occupancy rates
  o 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.