

Per California Code of Regulations, title 2, section 548.5, the following information will be posted to CalHR's Career Executive Assignment Action Proposals website for 30 calendar days when departments propose new CEA concepts or major revisions to existing CEA concepts. Presence of the department-submitted CEA Action Proposal information on CalHR's website does not indicate CalHR support for the proposal.

**A. GENERAL INFORMATION**

1. Date

3/20/18

2. Department

Department of Parks and Recreation

3. Organizational Placement (Division/Branch/Office Name)

Park Operations

4. CEA Position Title

Chief, Central Field Division

5. Summary of proposed position description and how it relates to the program's mission or purpose. (2-3 sentences)

The Department of Parks and Recreation (Department) requests to establish a CEA, Level A position. Under the general direction of the Deputy Director, Park Operations (PO), the CEA A, Chief, Central Field Division will be responsible for the evaluation, development, and implementation of policy for all Central Field Division (FD) operations and programs. The FD Chief will manage the Central FD responsible for District programs relating to public service; interpretation; preservation and protection of natural, historical and cultural resources; concessions; business management; partnerships, operating agreements; public safety and law enforcement; facility and equipment management; and aquatic safety.

6. Reports to: (Class Title/Level)

Deputy Director, Park Operations, CEA B

7. Relationship with Department Director (Select one)

- Member of department's Executive Management Team, and has frequent contact with director on a wide range of department-wide issues.
- Not a member of department's Executive Management Team but has frequent contact with the Executive Management Team on policy issues.

(Explain):

8. Organizational Level (Select one)

- 1st
- 2nd
- 3rd
- 4th
- 5th (mega departments only - 17,001+ allocated positions)

## B. SUMMARY OF REQUEST

### 9. What are the duties and responsibilities of the CEA position? Be specific and provide examples.

Under the general direction of the Deputy Director (DD), Park Operations (PO), the Chief, Central Field Division is responsible for the evaluation, development and implementation of policy for all Central Field Division (FD) operations and programs, and for the establishment of operating procedures consistent with those policies; and will manage the Central FD responsible for District programs relating to public service; interpretation; preservation and protection of natural, historical, and cultural resources; concessions; business management; partnerships; operating agreements; public safety and law enforcement; facility and equipment management; and aquatic safety.

The FD Chief will serve as a member of the Director's Executive Staff; as part of the PO policy committee, the FD Chief will interpret and develop other PO policy to ensure policy consistency throughout the Department; consult with and advise the DD, PO on the development of new programs; provide recommendations regarding the selection and priority of projects for acquisition and development; assist in the resolution of major acquisition, planning, development and operational programs; and represent the Department to local government officials and public groups.

#### Essential Functions:

- Serve as a member of the Director's Executive Staff; evaluate, develop and implement policy for all Central FD operations and programs; and, as part of the PO policy committee, interpret and develop other PO policy to ensure policy consistency throughout the Department.
- Within the context of responsibilities delegated to PO, represent the Department on Central FD policy and programs and maintain liaison with local governments, State and Federal agencies, legislative staff, private interests, special interest groups, commercial enterprises and the media; work with groups to develop cooperation and interest in recreation and conservation programs; negotiate agreements with local governments; maintain liaison with local citizens' advisory committees and appoint members to those committees; actively promote the use of volunteers in the SPS; and direct the activities of special programs related to State park operations.
- Overall management of the various Visitor Services and Maintenance Services functions within PO, review and issue permits and collect fees for special events, develop and implement cultural and natural interpretation programs, develop and implement programs for maintaining the facilities in the SPS, establish operating procedures, set standards and priorities, establish schedules, and review and monitor implementation of programs.
- Identify and budget for operations needs, following guidelines established by the Director and for purposes consistent with the Department's goals and objectives; allocate funds among areas and programs with such direction as to ensure efficient and economical operation of the SPS; coordinate with other budget requests, in priority, in allocating funds for statewide operation programs; and provide input and coordinate the minor capital outlay program.
- Manage personnel related functions within PO including: ensure that Equal Employment Opportunity goals are met by each District Superintendent; participate in the resolution of grievances; monitor disciplinary actions within PO; provide oversight in the area of employee relations and maintain liaison with the Department's Health and Safety Officer and Labor Relations; provide oversight in the area of staffing for PO consistent with established departmental policy to ensure that available staff are assigned to where most needed; conduct review of employee and State vehicle accidents and take appropriate action; analyze visitor and employee safety problems; and develop programs designed to reduce safety hazards and gain employee cooperation in safe practices.

Through the Department's Training Officer, establish, implement and evaluate programs for training and developing employees which will ensure safe, efficient and economical operation of the units of the SPS; identify training and development needs of field operations employees and request that the Training Officer develop or identify training and development techniques to meet those needs.

- Recommend to the Director designation of State Park Peace Officers (SPPOs) and suspend peace officer designation; analyze law enforcement problems and practices; plan and direct programs aimed at reducing and satisfactorily handling enforcement problems; and investigate and take appropriate action regarding weapons used by SPPOs, public complaints and allegations of improper conduct.
- Review and make recommendations on land acquisition and development proposals within PO, review and provide appropriate input to all General Plans, recommend acquisition and development priorities, review resource management plans or programs for each unit within PO, and budget for and coordinate their implementation.

**B. SUMMARY OF REQUEST (continued)**

10. How critical is the program's mission or purpose to the department's mission as a whole? Include a description of the degree to which the program is critical to the department's mission.

- Program is directly related to department's primary mission and is critical to achieving the department's goals.
- Program is indirectly related to department's primary mission.
- Program plays a supporting role in achieving department's mission (i.e., budget, personnel, other admin functions).

Description: Park Operations (PO) is critical to the Department's mission as PO is responsible for program development, implementation and administration of all field responsibilities to ensure that services and maintenance are properly conducted and administered within the State Park System (SPS). Through its Field Divisions (FDs), PO provides direct day-to-day service (i.e., concessions and visitor services) to the public in the 280 units of the SPS. Without PO, the Department's mission of "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" could not be fulfilled.

As such, the FD Chief will be responsible for the evaluation, development, and implementation of policy for all Central FD operations and programs, and will give policy guidance and direction to the District Superintendents over the districts. Also, as part of the PO policy committee, the FD Chief will interpret and develop other PO policy to ensure policy consistency throughout the Department.

**B. SUMMARY OF REQUEST (continued)**

**11. Describe what has changed that makes this request necessary. Explain how the change justifies the current request. Be specific and provide examples.**

The Department has the responsibility for managing, operating, and maintaining 280 park units within the State Park System (SPS). The park units are organized into 22 field districts throughout the State, four in the Off-Highway Motor Vehicle and Recreation Division (OHMVRD) and 18 organized within two Field Divisions (FDs) in Park Operations (PO) - Northern FD (10 districts) and Southern FD (8 districts). The park units are responsible for, but not limited to, the following areas: the preservation and protection of natural, historical, and cultural resources; public safety and law enforcement; visitor services; interpretation programs; real property management; facilities and equipment management; and administration. The nature of these areas involve many diverse, complex, and difficult issues. Below is a brief description of each area:

- Preservation and protection of natural, historical and cultural resources - includes oversight of the management and perpetuation of the state's heritage contained in the natural, historical and cultural resources of the SPS, including archeological sites, artifacts and structures.
- Public safety and law enforcement - ensures a safe environment for park visitors and staff including aquatic safety, emergency services and law enforcement.
- Visitor services - oversees and tracks statewide programs pertaining to visitor attendance, park user fees, etc.
- Interpretation programs - includes the interpretation of park resources and the education of park visitors and the public at large.
- Real property management - includes leases, land acquisitions, easements, and park boundaries.
- Facilities and equipment management - includes building and maintaining necessary infrastructure within the parks including physical structures, roads, trails, campsites, buildings and systems.
- Administration - pertains to administrative functions including purchasing and property tracking, personnel management and training coordination, and fiscal tracking and accountability.

Currently, the two FDs in PO consist of the following districts:

Northern FD: Bay Area, Capital, Central Valley, Gold Fields, Monterey, North Coast Redwoods, Northern Buttes, Santa Cruz, Sierra and Sonoma-Mendocino Coast.

Southern FD: Angeles, Channel Coast, Colorado Desert, Inland Empire, Orange Coast, San Diego Coast, San Luis Obispo Coast and Tehachapi.

Each FD is managed by a CEA A, Chief, Northern Field Division and Chief, Southern Field Division, who report to the CEA B, Deputy Director. Each district is managed by a District Superintendent (DS) who reports to the respective FD Chief. However, the current PO organizational structure of two FDs makes face-to-face coordination and communication by the two FD Chiefs extremely challenging. Due to the geographic size of each district and expansive distances between park units, the FD Chiefs are not able to interact closely with the DSs. Also, the sheer number of diverse, complex and difficult issues associated with the areas described above has not allowed the FD Chiefs to focus on key priority areas within the districts, such as cultivation of partnerships, community engagement, fiscal management and revenue generation. Other specific issues include: CalOES Emergency Communications Consortium, Hearst Pool Reservoir, 2024 Olympics with venues in park units, acquisitions from the Bureau of Land Management for Red Rock Canyon State Park, rights of way with multiple competing parties, Joint Powers Agreements for new operational relationships with local jurisdictions, and operating quarries on State Park Lands. These issues require negotiations with the Governor's Office, multinational corporations, federal, state, and local agencies and tribal nations.

To address the above issues, the Department is proposing to realign the 18 districts in PO within four FDs, instead of two, and establish two more CEA A positions to manage the new FDs, as shown below:

CEA A, Chief, Central Field Division (new): Capital - 81 positions, Central Valley - 128 positions, Diablo Range - 108 positions, Monterey - 103 positions, Santa Cruz - 152 positions = 572 total positions\*

CEA A, Chief, Coastal Field Division (previously Southern): Angeles - 111 positions, Channel Coast - 90 positions, Oceano Dunes - 85 positions, Orange Coast - 125 positions, San Diego Coast - 114 positions, San Luis Obispo Coast - 218 positions = 743 total positions\*

CEA A, Chief, Desert Field Division (new): Colorado Desert - 65 positions, Inland Empire - 126 positions, Ocotillo Wells - 68 positions, Tehachapi - 75 positions = 334 total positions\*

CEA A, Chief, Northern Field Division: Bay Area - 104 positions, Gold Fields - 108 positions, North Coast Redwoods - 82 positions, Northern Buttes - 83 positions, Sierra - 110.5 positions, Sonoma-Mendocino Coast - 72 positions = 559.5 total positions\*

\*As the Department transitions to its new organizational structure in 2018, the four OHMVRD districts will be included within PO. The above organizational structure reflects this future structure. Position counts include permanent, intermittent employees but do not include seasonal TAU employees (approximately 2,500 a year) hired in a variety of classifications ) (i.e., Senior/Park Aide [Seasonal], Guide Trainee Historical Monument, Lifeguard I/II [Seasonal]) as needed within the districts.

This realignment will: make the FDs more manageable areas of responsibility in terms of geographic size and complexity of issues; and will enable the FD Chiefs to interact more closely with the districts to ensure better service delivery within the park units, to visitors and to community stakeholders; ensure that policy objectives are being met by the DSs; and to focus on key priority areas within their FDs.

This CEA A position will manage the Central Field Division.

### **C. ROLE IN POLICY INFLUENCE**

12. Provide 3-5 specific examples of policy areas over which the CEA position will be the principle policy maker. Each example should cite a policy that would have an identifiable impact. Include a description of the statewide impact of the assigned program.

1. Public Safety - There are a myriad of federal, state, and local laws pertaining to safety and access to visitors. Regulations and departmental policies are constantly changing with the updated laws for health and safety and resource protection. The Field Division (FD) Chief will develop the policies on how the Department provides for the safety of our visitors and protection of our resources. Ramifications from not being in compliance could cause injury to visitors, or law suits could be taken against the Department. An example of a policy is the restriction of the use of drones in state park units due to public safety and natural resource protection while considering the demand for this type of recreation.
2. Visitor Services - The Department's mission starts by stating, "to provide for the health, inspiration, and education of the people of California..". The interface between the visitor and staff requires programs that support visitor experience and services. The FD Chief will develop the divisional policies regarding fee programs, special events, annual passes, discounted passes, reservation programs, and automated pay machines, which all affect the visitor experience. A visitor services policy would include turning off water for showers during a drought.
3. Standard District Organization - To carry out the Department's statutory and core mission to preserve and protect the State's most valued natural and cultural resources and to interpret them to all that visit parks, the FD Chief must ensure each district has the necessary resources (staffing, budget, equipment, etc.). The districts differ in park issues such as more coastal issues, historic unit, and recreation type. Depending on the issues, standard statewide district structures models are evaluated by the FD Chief. Alternatives to the standard models from District Superintendents are evaluated by the FD Chief and reviewed by the other Park Operations (PO) Division Program Chiefs prior to obtaining approval from the Deputy Director of PO.

**C. ROLE IN POLICY INFLUENCE (continued)**

**13. What is the CEA position's scope and nature of decision-making authority?**

The Field Division (FD) Chief serves as a member of the Director's Executive Staff, is responsible for the evaluation and development of policy for all Central FD operations and programs, and ensures policies are implemented appropriately within the Central FD districts. Also, as part of the PO policy committee, the FD Chief will interpret and develop other PO policy to ensure policy consistency throughout the Department.

The FD Chief is a key management member to the districts and PO as a whole. The FD Chief has wide decision making authority and will make decisions affecting the operations and programs of the Central FD. The decisions made, in turn, affect the operations of the parks.

District programs impact park users from across the nation and from many foreign countries as well as a variety of special interest groups. In addition, policy recommendations and development by the FD Chief can have a statewide affect on the utilization and protection of natural and cultural resources, land use practices, etc.

The FD Chief will represent the Department on Central FD policy and programs and maintain liaison with local governments, State and Federal agencies, legislative staff, private interests, special interest groups, commercial enterprises and the media. The FD Chief will also work with groups to develop cooperation and interest in recreation and conservation programs, negotiate agreements with local governments, and maintain liaison with local citizens' advisory committees.

**14. Will the CEA position be developing and implementing new policy, or interpreting and implementing existing policy? How?**

Yes, the CEA A will develop and implement new policy related to Central FD operations and programs, and will interpret and implement existing policy. The FD Chief will anticipate and influence departmental policies and programs by representing the needs and issues of the Central FD and will ensure district compliance of policy through training, directives, and implementation. Also, as part of the PO policy committee, the CEA A will interpret and develop other PO policy to ensure policy consistency throughout the Department.