

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)

Strategic Planning and Recreation Services Division

4. CEA Position Title

Deputy Director, Strategic Planning and Recreation Services 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 Career Executive Assignment (CEA) B, Deputy Director, Strategic Planning and Recreation Services Division (SPRSD). The CEA B will provide for the overall direction, policy formulation, and program management of department-wide strategic planning, park and recreation-specific planning, department-wide transformation projects, and revenue generation programs within the SPRSD. Also, prior to, during and after implementation of the Department's new organizational structure in July 2018, the CEA B will be responsible for the oversight and coordination of all transition efforts for the Department.

6. Reports to: (Class Title/Level)

Chief Deputy Director

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 general direction of the Chief Deputy Director, and in support of the Director, the Deputy Director Strategic Planning and Recreation Services Division (SPRSD), will serve as a member of Executive Staff and provide overall direction, policy formulation, and program management of department-wide strategic planning, park and recreation-specific planning, department-wide transformation projects, and revenue generation programs.

As a member of the Director's key policy committee, participate regularly and advise in the development and evaluation of departmental policy related to planning activities, department-wide transformation projects and revenue generation programs. Develop and implement policies and strategies related to planning, transformation projects and revenue generation programs. Regularly communicate with the Director, Executive Staff, Division Chiefs and other management.

Plan, organize and direct staff within the SPRSD. Manage the SPRSD and ensure that the overall direction of the SPRSD continues the progress made through the transformation effort, and is supportive of the mission and goals of the Department. Direct the monitoring, scaling and tracking of projects.

Direct recreation, current and long-range planning activities including gathering and assessing data, and preparing and conducting research studies which identify recreation needs and deficiencies, significant recreation and resource issues, and strategic actions which may be undertaken to address these deficiencies and issues; and developing recreation-based goals, objectives, work plans, and performance outcomes and measures. Facilitate, oversee and coordinate transition efforts for departmental organization structure changes.

Direct the preparation of the State Park System (SPS) Plan which identifies the major policy and program directions that the SPS should take through 2025. Prioritize and oversee foundational studies relative to the Core Program Elements of the SPS and assess gaps and deficiencies.

Direct Departmental efforts in statewide revenue generation programs. Assess and manage the financial viability and return on investment of new business opportunities and the potential projects in the revenue generation program projects.

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: The SPRSD will be the central location for department-wide strategic planning, park and recreation-specific planning, department-wide transformation projects, and revenue generation programs in support of the Department's mission to protect and preserve California's state parks, including the state's most significant cultural, historical and natural resources, and creating high quality outdoor recreation opportunities.

The SPRSD will take the lead in continuing the transformation progress, foster continuous improvement, improve the ability to look at longer term recreation and visitor trends, identify specific management planning to support delivery of visitor services at the unit level, elevate the importance of park unit planning, introduce department-wide strategic planning processes, continue a focus on project management discipline, and increase the focus on revenue generation opportunities.

The SPRSD is of strategic importance to the Director as the functions performed will be imperative to the continual improvement and future sustainability of 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 of Parks and Recreation (DPR) is responsible for the protection and preservation of the California State Park System (SPS) which contains California's most significant natural and cultural resources while delivering public spaces to bring families and friends together and providing a wide array of recreational opportunities for the benefit and enjoyment of all people. The SPS consists of 280 state parks organized into 22 field districts throughout the State.

In July 2013, the Parks Forward Commission (Commission) was appointed by the Secretary of Natural Resources to assess the unique challenges California's parks face and help identify solutions to solidify the future of the DPR. On January 30, 2015, the Commission released its final report which identified recommended actions to be taken within the next two years, and beyond. Previous to the release of the report, the Administration assembled a two-year Transformation Team (Team) in October 2014 to develop specific initiatives that would amplify and complement the recommendations of the Commission. The Team was put in place prior to the release of the Commission's final report in order to implement an action plan. The Team was comprised of personnel from the DPR, outside entities and professional consultants who developed a Transformation Action Plan (TAP) setting forth a series of initiatives supporting four strategic goals. As initiatives were completed by committees, they were converted into projects and implemented within the Department on a flow basis. The Team ended on February 7, 2017.

As a result of one of the initiatives set forth by the Team, the Department will be implementing a new organizational structure in July 2018, which includes the establishment of the Strategic Planning and Recreation Services Division (SPRSD). This Division will continue the progress made through the transformation effort and will centralize the following functions into one division:

- 1) provide support for the further implementation of transformation projects previously guided by the Team.
- 2) the department's planning function, consolidating department-wide strategic planning and park and recreation-specific planning. Previous department reorganization efforts distributed planning activities into separate divisions within the Department including units in the Off-Highway Motor Vehicle Recreation Division, Acquisition and Development's Northern Service Center, and Park Operations' Facilities Management Division.
- 3) the department's revenue generation program previously performed in Marketing and Business Development.

The CEA B will provide overall direction, policy formulation, and program management of the above functions and will be responsible for facilitating, overseeing and coordinating transition efforts, prior to, during and after implementation of the organizational structure changes. Once the position is approved, the CEA B will begin overseeing the implementation of the structure changes for the Department prior to July, and organizing the new Division.

Centralizing the above functions will align them more closely to the Director, and will enable the SPRSD to implement continuous improvement, focus on organizational culture and change management, implement project management practices and disciplines, incubate projects and other department-wide changes, oversee department-wide planning efforts, and identify revenue generating opportunities.

The benefits of this approach include: establishes a culture of innovation, continues transformation progress, fosters continuous improvement, improves ability to look at longer term recreation and visitor trends, identifies specific management planning to support delivery of visitor services at the unit level, elevates importance of park unit planning, introduces department-wide strategic planning processes, continues a focus on project management discipline, and increases focus on revenue generation opportunities. The SPRSD is critical to ensuring a long-lasting, transformative change to the Department.

The CEA B level is justified for the following reasons: the position is at the second organizational level, reporting to the Chief Deputy Director, and is a member of the Director's Executive Staff and policy committee; will be developing and implementing policy; will be responsible for the overall direction, and program management of a major function; and the position is and will continue to be of a sensitive and controversial nature to the Administration.

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.

- * As a key member of Executive Staff, the CEA will regularly advise the director on and formulate policy related to the Division.
- * State Park System (SPS) plan - the plan identifies the major policy and program directions that the SPS should take through 2025. The CEA will have principal responsibility for the preparation and implementation of the plan, including the formulation and implementation of policy on recreation, long and short term planning.
- * Revenue generation programs - the CEA will have principal responsibility for policy related to revenue generation projects and will be responsible for the development of revenue development programs and opportunities.
- * Planning - the CEA will be responsible for formulating the department's efforts as it pertains to general plans, strategic planning, specific area planning and recreational planning programs.

C. ROLE IN POLICY INFLUENCE (continued)

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

The CEA B will develop and implement policy for the Division. The CEA B will advise the Director, Executive Staff, Division Chiefs and other managers on trends and issues related to natural resources, cultural resources, recreation activities, park management, visitor satisfaction, and demographic characteristics as revealed through planning studies. The CEA B will recommend programmatic and policy changes based on the implications resulting from the assessment of these trends and issues. The CEA B will be responsible for directing and recommending to the Director revenue generation programs, and for directing and prioritizing transformation projects.

The CEA B will direct the preparation of the State Park System (SPS) Plan which identifies the major policy and program directions that the SPS should take through 2025. The CEA B will be responsible for developing strategies, directing studies, and formulating department goals and policies for the actions that must be undertaken by the Department to meet its responsibilities as revealed through the studies.

The CEA B will have wide decision making authority and will be responsible for policy and budgetary decisions. The CEA B will have a high degree of independence and will work independently with all levels of management within the Department, keeping the Director and Chief Deputy Director apprised of sensitive issues.

The CEA B will have regular contact with the Director, Executive Staff, and Division Chiefs at the Exempt and CEA levels and high level Federal, State, and local officials.

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

The CEA B will play a significant role in the development and implementation of policy within the Division. The CEA B will be responsible for the State Park System (SPS) Plan which identifies the major policy and program directions the SPS should take through 2025. The CEA B will make recommendations to the Director, Executive Staff, and Division Chiefs at the Exempt and CEA levels for actions relative to major recreation issues facing public and private sector providers of recreation after gathering data and performing assessments.

The CEA B will also interpret and implement existing policy.