



DEPARTMENT OF PARKS AND COMMUNITY SERVICES

CITY OF SACRAMENTO

ROBERT P. THOMAS
DIRECTOR
August 11. 1989

G. ERLING LINGGI ASSISTANT DIRECTOR

WALTER S. UEDA DEPUTY DIRECTOR 95814-2977 916-449-5200

SUITE 400 SACRAMENTO, CA

1231 I STREET

DIVISIONS: CROCKER ART MUSEUM GOLF METROPOLITAN ARTS MUSEUM AND HISTORY PARKS RECREATION ZOO

Budget and Finance/Transportation and Community Development Committee Sacramento. California

Honorable Members in Session:

SUBJECT: Reorganization of the Parks and Recreation Divisions in the

Department of Parks and Community Services

SUMMARY

This report recommends a reorganization of the Parks and Recreation Divisions into three operating divisions: Parks and Recreation North, Parks and Recreation South, and Parks and Recreation City-wide. The report also recommends a budget increase of \$40,459 to lease office space.

BACKGROUND INFORMATION

The mission of the Department of Parks and Community Services is to plan, acquire, develop, and maintain parks, recreational, cultural, and educational facilities: conserve them for future generations; and to administer quality public recreational, human services, cultural and educational programs that will serve the needs of residents in the greater Sacramento area, visitors, and tourists. The number one objective of the Department is quality customer service.

In FY 1987-88, the Department served 1.795,281 customers who paid \$8,461,734 in fees for services. In addition, 1.159,892 customers utilized free programs, and hundreds of thousands of residents and visitors used the City's quality park system located at 97 sites.

The Department of Parks and Community Services is currently organized into seven divisions consisting of 700.13 FTE positions. In addition, the Department works with seven nonprofit organizations that support department

and Community Development

facilities. In FY 1988-89, the nonprofit organizations contributed \$1,893,665 in programs and staff support to the Department.

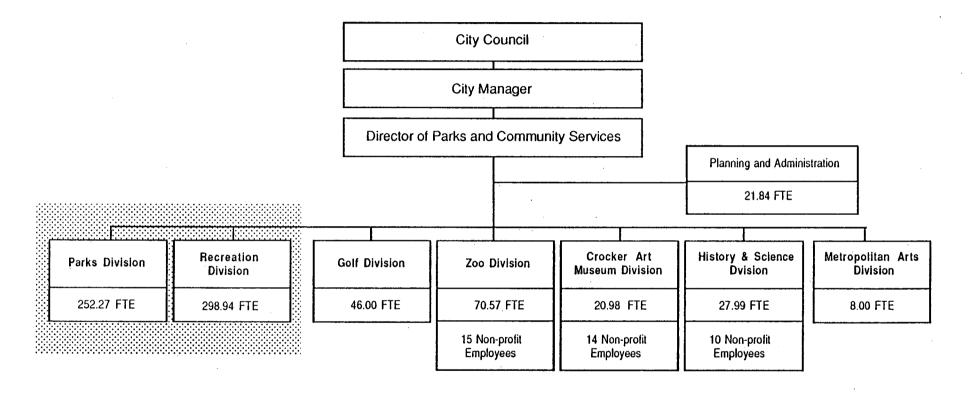
The Parks and Recreation Divisions are the two largest divisions of the Department. Within the Parks Division are four operations: Parks South, Parks North, Special Services, and Tree Services. The Recreation Division consists of three sections: Recreation South and Human Services, Recreation North and City-wide Sports, and Recreation City-wide and Visitor Services. organization charts on the two following pages present an overview of the Department's operation and a more detailed view of the Parks and Recreation Divisions.

In November of 1988, the Director of Parks and Community Services established a task force of the Parks Manager and Recreation Manager to evaluate the current organizational structure of the divisions in relationship to the delivery of park and recreation services. The need for the evaluation was based upon several factors: (1) to improve communication and coordination between park and recreation staff providing services in geographical areas of the city; (2) to evaluate methods of improving service levels that would meet the needs of current and future populations of the City, (3) to evaluate organizational structures that could be more responsive to neighborhood and community socio-economic changes that affect programming and facilities; and (4) to improve efficiency and effectiveness of park and recreation services through a unity of effort approach.

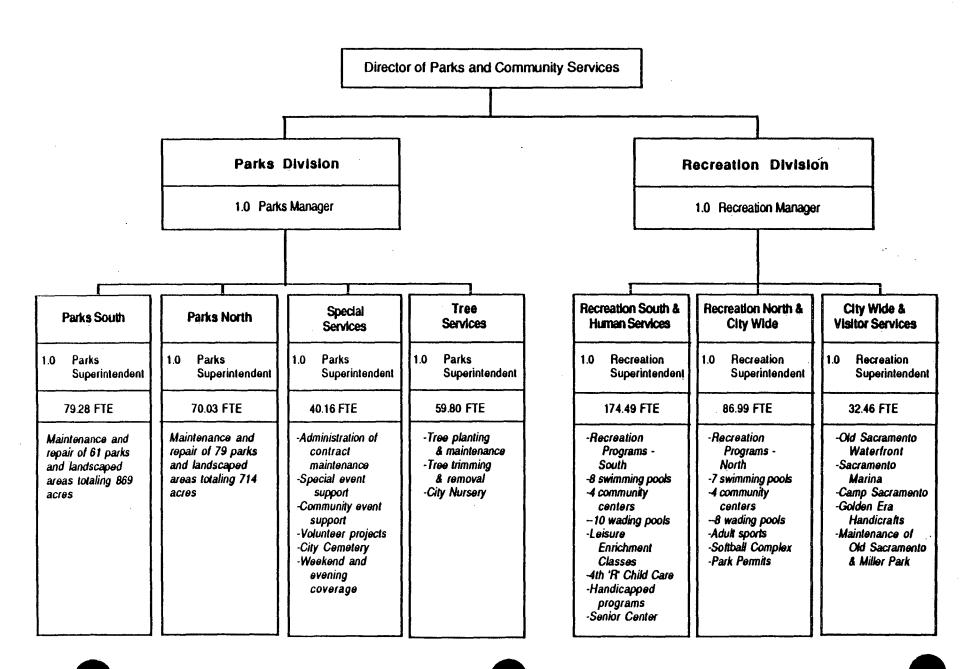
After reviewing several organizational charts of other park and recreation agencies located in major urban cities and conducting site visits, it was determined that a reorganization of the Parks and Recreation Divisions could improve the delivery of leisure services to the public. In February of 1989, the reorganization task force was expanded to include the four Parks Superintendents and three Recreation Superintendents. The task force was assigned the responsibility of working with the Parks and Recreation Managers to develop a new organization that would meet the following goals:

- Improve customer service by decentralizing park and recreation services in 1. geographically defined areas of the city.
- 2. Improve communication, efficiency, and ownership of Parks and Recreation staff by: (a) consolidating Parks and Recreation staff within a division(s) with a single reporting authority, (b) reducing the size of the current division structure to promote decision making at a neighborhood and community level, (c) locating division managers in the area to be served, and (d) carrying out the goals and objectives of the adopted Park and Recreation Master Plan.

Based upon this policy direction, the task force had several meetings between February 1989 and June 1989 to develop the new organization. During this period, comments from both the field staff of Parks and Recreation were solicited. Based upon the goals of the reorganization, field staff input. meetings with the Departments of Finance, Personnel, and Employee Relations, a







draft reorganization plan was submitted to the Director's office in June of 1989. The draft plan was reviewed with the City Manager and with minor adjustments, was finalized. The new organization is flattened out, thereby eliminating layers of authority, increasing span of control, improving communication, and increasing responsiveness. The following two pages present the proposed reorganization of the Parks and Recreation Divisions.

Overview of the Proposed Reorganization

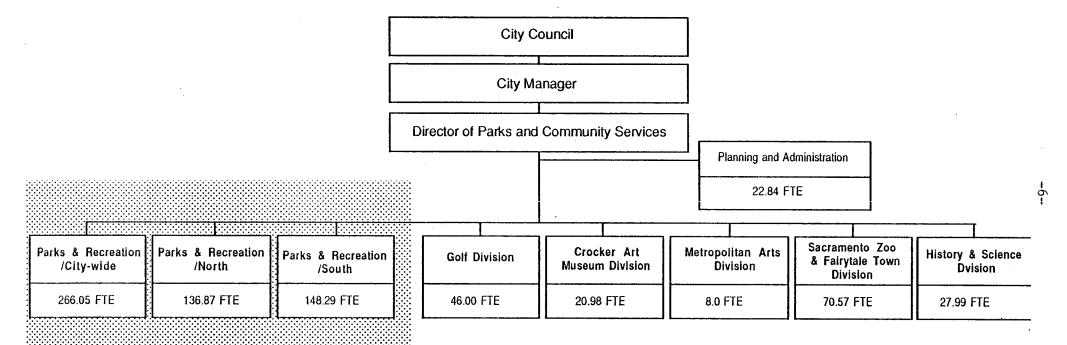
The proposed reorganization consolidates Parks and Recreation staff into three operating divisions: Parks and Recreation North, Parks and Recreation South, and Parks and Recreation City-wide. The dividing line between the north and south is an east-west line utilizing Highway 50, Broadway and Folsom Boulevard as the axis. This dividing line between the north and south is currently used in both the Parks and Recreation Divisions' operations.

Description of Divisions

Parks and Recreation North will provide all park maintenance and rehabilitation and recreation programs at the community and neighborhood level. The Parks and Recreation Manager and support staff will be housed at the North Area field office located at Garden Highway and Northgate Boulevard. The division will consist of 136.87 FTE positions and be responsible for five community centers, seven swimmming pools, eight wading pools, 79 parks/landscaped areas totaling 714 acres, and the Garden and Art Center.

Parks and Recreation South will provide all park maintenance and rehabilitation and recreation programs at the community and neighborhood level. The Parks and Recreation Manager and support staff will be housed at Belle Coolege Community Center located at South Land Park Drive and Seamas/Fruitridge Road. Belle Cooledge Community Center is currently used for staff offices and public recreational purposes. The division will consist of 148.29 FTE positions and be responsible for six community centers, eight swimming pools, 61 parks/landscaped areas totaling 869 acres, 10 wading pools, and the Rifle and Pistol Range.

Parks and Recreation City-wide will provide four major services: Tree Services, Special Services, City-wide and Visitor Services, and Human Services. Tree Services is responsible for the City's tree management plan, nursery, and tree education program. Special Services manages contract maintenance for all medians, off-street bike trails and public grounds, provides evening and weekend park maintenance crews, supports special events city-wide and at the neighborhood level, and coordinates volunteer projects. City-wide and Visitor Services is responsible for the Old Sacramento Waterfront, Camp Sacramento, Sacramento Marina, Sacramento Softball Complex, and Adult Sports. The Human Services Section administers the 4th "R" Child Care Program, youth employment, Summer Food Program, and Handicapped Services. The division has 266.05 FTE positions.



Parks & Recreation/City-wide

1.0 Parks & Recreation Manager

Parks & Recreation/North

1.0 Parks & Recreation Manager

Parks & Recreation/South

1.0 Parks & Recreation Manager

Cit	y-wi	ide
Se	rvic	es

1.0 Recreation Superintendent

42.14 FTE

Responsible for:
-City-wide facilities
and programs
-Old Sacramento
Waterfront
-Softball Complex
-Sports
Commission
-Camp

Sacramento
-Sacramento
Marina
-Golden Era
Handicrafts

Superintendent 118.95 FTE Responsible for: -City-wide Human Service programs -25 4th ' R' child care sites -senior center -handicapped programs Special Olympics -summer youth employment -summer food program -city-wide child care coordination

Human

Services

Recreation

1.0

Tree Services

1.0 Parks Superintendent

59.80 FTE

Responsible for:
- City-wide street tree program
-tree planting and removal
-tree trimming and disease control
-operation of the City nursery
-emergency call out work
-development and implementation of the street tree

plan

Special Services

1.0 Parks Superintendent

40.16 FTE

Responsible for: -Special Services activities in support of department services administration of contract maintenance -supervision of repair shop -weed abatement program -spray crews -coordination of volunteer and 502 programs weekend and evenina maintenance -set-up and take down activities for

City special events and major public events

69.03 FTE Responsible for: -park maintenance and rehabilitation

Parks

1.0

Park

Maintenance

Superintendent

City
maintenance of 79
parks/landscaped
areas totaling 714
acres

in North Area of

acres -irrigation repair and special projects

Recreation Services

1.0 Recreation Superintendent

64.84 FTE

Responsible for:

-neighborhood and community recreational programs and facilities in Sorth Area of City -6 community centers -8 swimming pools -10 wading pools -special classes -youth sports

-playgrounds

-special events

Park Maintenance

1.0 Parks Superintendent

66.01 FTE

Responsible for:
-park maintenance
and rehabilitation
in South Area
of City
-maintenance of 61
parks/landscaped
areas totaling 869
acres
-irrigation repair
-special projects

Recreation Services

1.0 Recreation Superintendent

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79.28FTE

Responsible for:
-neighborhood and
community
recreational
programs and
facilities in South
Area of City
-6 community
centers
-8 swimming pools
-10 wading pools

-Rifle and Pistol Range -special classes -youth sports

-youth sports -playgrounds -special events

Staffing

Staffing for the proposed reorganization can be funded within existing resources. The reorganization proposes the addition of a new manager to administer the City-wide/Visitor Services Division. The new positions of Parks and Recreation Manager North and South replace the current positions of Parks Manager and Recreation Manager.

A new position of Recreation Superintendent for Human Services has also been added to the organization. This management position is necessary due to the tremendous growth of the 4th "R" Child Care Program and other human service programs. In 1986-87, the Human Services section had 19.56 FTE positions. Today, the Human Services section has 118.95 FTE positions and is projected to expand further.

As part of the reorganization, no career employees will lose their jobs. An overview of staffing changes is as follows:

Delete		Add	
1 Parks Manager	\$ 82,066.05	3 Parks and Recreation	
1 Recreation Manager	71,731.42	Managers	\$211,921.63
2 Recreation Supervisors	93,671.10	1 Recreation Superintendent	58,249.03
1 Utility Worker (N/C)	20,104.14	1 Senior Maintenance Worker	34,008.50
1 Performing Arts		1 Custodian	27,650.56
Specialist (N/C)	23,707.45	1 Senior Recreation Leader	24,929.42
1 Recreation Leader II (N/C)	22,839.66	*Equipment Pool Maintenance	6,500.00
:	\$314,119.82		\$363,629.64
		Revenue from 4th R	
		Program to pay for Senior	
		Recreation Supervisor	50,125.50
			\$313,504.14
		*Supplies for additional	
		Sr. Maint. Wkr.	

Additionally, no programs or services will be reduced as a result of the deleted positions. Duties will be reassigned to the added position and staff anticipates an increase in the level of service as a result.

Staff Offices

The current staff offices for the Parks and Recreation Divisions are inadequate. Given the large increase in staff the past two years, especially in the Human Services Section, additional office space must be secured. This additional office space need is necessary with or without the reorganization. Absent the ability to rent additional office space, current public program space in community centers would have to be converted to staff offices. This is not advisable or recommended.

To accommodate staff offices for Parks and Recreation North, it is recommended that the North Area field office lease be expanded from 2,273 square feet to 6.138 square feet. The increase of the office space at this location will allow

for expansion of programming and public facilities at other community centers. The cost associated with this lease would be \$31,959 per year plus \$8,500 for utilities, or \$40,459 per year.

Should Council approve this report, the reorganization would be effective September 9, 1989. The actual logistical changes would occur during September-December 1989. The \$40,459 General Fund lease allocation would be spent on a pro-rated lease amount for the remainder of FY 1989-90 and any moving expenses associated with relocation of Parks and Recreation North.

At this time, it is uncertain what additional space alternatives will be required to support Parks and Recreation South. Staff will report back to Council on those needs at a future time.

Salary Equity Adjustments

Under the reorganization, the classes of Recreation Superintendent and Parks Superintendent will have a similar level of responsibility. In order to create a closer salary relationship between classes, a salary increase of 4.946% is recommended for the class of Parks Superintendent. This increase would require additional annual salary funding of approximately \$14,240. Further detail is provided in the attached council report prepared by the Personnel Department.

FINANCIAL DATA

This report recommends an additional allocation of \$40,459 from the General Fund Administrative Contingency to lease additional office space for management and staff of the new Parks and Recreation North Division under the proposed reorganization. The current balance of the General Fund contingency is approximately at its approved amount of \$991,000.

Additionally, this report recommends a 4.946% salary increase for the Parks Superintendent classification. This would require approximately \$14,240 annually in additional salary funding. This amount will be identified and funded from planned salary savings within the Department of Parks and Community Services operating budget.

No additional funds are requested for the proposed staffing changes.

POLICY CONSIDERATIONS

The proposed reorganization consolidates Parks and Recreation staff into self-contained units serving a geographical area of the city. The reorganization purpose is to provide improved services to the customer.

MBE/WBE EFFORTS

The Department will continue to adhere to MBE and WBE goals of the City.

RECOMMENDATION

It is recommended that the Budget and Finance/Transportation and Community Development Committee review this report and forward it to the full City Council for action. It is further recommended that City Council, by resolution:

- 1. Approve the proposed reorganization of the Parks and Recreation Division within the Department of Parks and Community Services effective September 9, 1989;
- 2. Approve the staffing changes as outlined in this report;
- 3. Approve the additional General Fund allocation of \$40,459 annually to rent additional office space for management and staff of the new Parks and Recreation North Division.

Respectfully submitted,

Robert F. Thomas, Director Parks and Community Services

Recommendation Approved:

Solon Wisham, Jr. Assistant City Manage

RPT: ja

August 29, 1989 All Districts

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RESOLUTION NO.

ADOPTED BY THE SACRAMENTO CITY COUNCIL

ON DATE OF	
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RESOLUTION APPROVING REORGANIZATION AND NECESSARY STAFFING CHANGES IN THE PARKS AND RECREATION DIVISIONS OF THE DEPARTMENT OF PARKS AND COMMUNITY SERVICES

BE IT RESOLVED BY THE COUNCIL OF THE CITY OF SACRAMENTO:

Delete

- 1. That the proposed reorganization of the Parks and Recreation Divisions within the Department of Parks and Community Services is hereby approved effective September 9, 1989.
- 2. That the staffing changes as outlined in the staff report are hereby approved:

1 Parks Manager	\$ 82,066.05	3 Parks and Recreation
1 Recreation Manager	71,731.42	Managers \$211,921.63
2 Recreation Supervisors	s 93,671.10	11 Recreation Superintendent 58,249.03
1 Utility Worker (N/C)	20,104.14	1 Senior Maintenance Worker 34,008.50
1 Performing Arts		1 Custodian 27,650.56
Specialist (N/C)	23,707.45	1 Senior Recreation Leader 24,929.42
1 Recreation Leader II	(N/C) 22,839.66	*Equipment Pool Maintenance 6,500.00
	\$314,119.82	363,629.64
		Revenue from 4th R
		Program to pay for Senior
		Recreation Supervisor 50,125.50
*		\$313,504.14
		*Supplies for additional
	•	Sr. Maint. Wkr.

Add

3. That the additional General Fund allocation of \$40,459 annually to rent additional office space for management and staff of the new Parks and Recreation North Division is hereby approved.

	FOR	CITY	CLERK	USE	ONLY
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RESOLUTION NO.:	
DATE ADOPTED:	

4.	That the City budget for FY 198 \$40,459 from the General Fund Conbudget for the purpose stated in p	tingency to the Recreation North
	101-710-7012-4999 101-450-4524-4221 101-450-4524-4231 101-450-4524-4399	(\$40,459) 5,667 18,643 16,149
5.	That the Fy 1989-90 City budget be from the 4th 'R' Operating Grant to stated in paragraph two as follows	the General Fund for the purpose
	101-450-4522-4715	(\$50,125)
		MAYOR
ATTES	ST:	
CITY	CLERK	
		·

FOR CITY CLERK USE ONLY

RESOLUTION NO.:

DATE ADOPTED:



DEPARTMENT OF **PERSONNEL**

PERSONNEL MANAGEMENT SERVICES DIVISION

CITY OF SACRAMENTO **CALIFORNIA**

August 23, 1989

801 NINTH STREET **ROOM 210** SACRAMENTO, CA 95814-2693

916-449-5726

DONNA L. GILES DIRECTOR OF PERSONNEL

City Council Sacramento, California

Honorable Members in Session

SUBJECT: NEW EXEMPT CLASSIFICATION - PARKS AND RECREATION MANAGER CLASS ABOLISHMENTS - PARKS MANAGER AND RECREATION MANAGER SALARY ADJUSTMENT - PARKS SUPERINTENDENT

SUMMARY

This report recommends the establishment of a new exempt classification entitled Parks and Recreation Manager. It also recommends the abolishment of the Parks Manager and the Recreation Manager classes. Additionally, it recommends an approximately 5% salary increase for the Parks Superintendent class.

BACKGROUND AND ANALYSIS

The Department of Parks and Community Services currently consists of seven divisions, which includes a Parks Division and a Recreation Division. The Department is proposing to combine and reorganize the Parks Division and the Recreation Division into three separate divisions to include Parks and Recreation Division, North; Parks and Recreation Division, South; and Parks and Recreation Division, City-Wide Services.

The Parks and Recreation Divisions for the North and the South areas of the City will be responsible for the management of all parks and recreation services within these particular geographic areas. Parks responsibilities will include, but will not be limited to, the management of all grounds and facilities maintenance programs at City parks, athletic fields, and special facilities. Recreation responsibilities will include, but will not be limited to, the management of swimming pools, playgrounds, youth sports, open gyms, teen centers, classes, tours, class registration, costume services, a rifle and pistol range, community centers, and similar facilities and programs.

The Parks and Recreation Division, City-Wide Services, will be responsible for the management of all City-wide parks and recreation services. Parks responsibilities will include, but will not be limited to, the management of all tree programs including trimming, planting, staking, removing, spraying, and injecting; and operating a nursery; also, special services such as play apparatus maintenance, pest control, contract administration, volunteer workers, special event support and coordination, weekend park maintenance, and small engine repair. Recreation responsibilities will include, but will not be limited to the management of boating facilities, a boutique, Old Sacramento facilities, camp grounds, special events and festivals, child care centers, senior citizen centers, handicapped services, youth employment, adult and youth sports, athletic permits, a softball complex, a sports commission, emergency response, and similar facilities and programs.

The proposed classification of Parks and Recreation Manager has been developed to recognize that the responsibility of the new class is to plan, organize, and manage all services, programs, activities, and facilities of a parks and recreation division within an assigned area of the City. The City currently has one position allocated to Parks Manager and one position allocated to Recreation Manager. Under the proposed reorganization, there will be three Parks and Recreation divisions, with one manager assigned to each division. The Department of Parks and Community will then be increased from the current seven divisions to eight divisions.

Under reorganization, the current classifications of Parks Manager and Recreation Manager will no longer be used, and it is recommended that both classes be abolished.

The proposed salary range for the new classification of Parks and Recreation Manager is \$3,788.89 - \$4,605.47 per month, which is the same as two of the other division managers within the Department of Parks and Community Services. It is proposed that the new classification be designated as Management because the class will be responsible for the management of a division and will report directly to the Director of Parks and Community Services.

A salary increase of 4.946% is recommended for the class of Parks Superintendent. The current salary range for Parks Superintendent is \$2,819.44 - \$3,427.15 per month, and the proposed increase would place the salary range at \$2,958.97 - \$3,596.67 per month. The increase would place the salary range for Parks Superintendent at the same range as five other Management classes within the City which have a similar level of responsibility. The proposed increase would also create a closer salary relationship between the classes of Parks Superintendent and Recreation Superintendent. Under reorganization, these classes will have a level of responsibility which warrants the closer relationship.

FINANCIAL DATA

The proposed reorganization of the Parks Division and the Recreation Division will create three Parks and Recreation Manager positions at a monthly salary range of \$3,788.89 - \$4,605.47. The reorganization will delete one Parks



Manager position at a monthly salary range of \$4,105.40 - \$4,990.09 and one Recreation Manager position at a monthly salary range of \$3,713.15 - \$4,513.43. The additional position created by the reorganization will require additional annual salary funding of approximately \$51,755. Funding for the additional position is addressed in further detail in the Council report prepared by the Department of Parks and Community Services.

The proposed salary increase for the Parks Superintendent class will increase the salary range from \$2,819.44 - \$3,427.15 per month to \$2,958.97 - \$3,596.67 per month. There are seven positions allocated to the class of Parks Superintendent, and the new salary range would require additional annual salary funding of approximately \$14,239.68. Funding for the proposed salary increase is also addressed in further detail in the Council report prepared by the Department of Parks and Community Services.

POLICY CONSIDERATIONS

None.

MBE/WBE EFFORTS
No impact.

RECOMMENDATION

It is recommended that the City Council amend Resolution 89-049 to establish the classification of Parks and Recreation Manager; abolish the classifications of Parks Manager and Recreation Manager; and provide a 4.946% salary increase for the Parks Superintendent class as described in this report.

Respectfully submitted,

Donna L. Giles

Director of Personnel

RECOMMENDATION APPROVED:

Walter J. Slipe, City Manager

Contact Person to Answer Ouestions:

CATHY BODENHAMER, PERSONNEL ANALYST II 449-5726

RESOLUTION NO.

ADOPTED BY THE SACRAMENTO CITY COUNCIL

ON DATE OF <u>September 5, 1989</u>

AMENDING RESOLUTION 89-049 RELATING TO SALARY SCHEDULES, EMPLOYER-EMPLOYEE RELATIONS POLICY, AND DESIGNATION OF EXEMPT JOB CLASSIFICATIONS

BE IT RESOLVED BY THE COUNCIL OF THE CITY OF SACRAMENTO THAT RESOLUTION 89-049 IS AMENDED AS FOLLOWS, EFFECTIVE SEPTEMBER 9, 1989:

Section 1.

Exhibit A, Salary Schedules, Schedule 01, Management, salaries, is amended by:

- a. The addition of the classification of Parks and Recreation Manager with a salary of \$3,788.89 \$4,605.47.
- b. The deletion of the classification of Parks Manager with a salary of \$4,105.40 \$4,990.09, and the deletion of the classification of Recreation Manager with a salary of \$3,713.15 \$4,513.43.
- c. Modification of the salary of the classification of Parks
 Superintendent from \$2,819.44 \$3,427.15 to \$2,958.97 \$3,596.67.

Section 2.

Exhibit B, Employer-Employee Relations Policy, is amended by the:

- a. Addition of the classification of Parks and Recreation Manager to Management.
- b. The deletion of the classifications of Parks Manager and Recreation Manager from Management.

Section 3.

Exhibit C, Designation of Exempt Job Classifications, is amended as follows:

FOR CITY CLERK USE ONLY

RESOLUTION NO.:	
DATE ADOPTED:	

a.	The	classification	of	Parks	and	Recreation	Manager	is	added.
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b.	The classifications	of	Parks	Manager	and	Recreation	Manager	are
	deleted.			-			-	

	·		MAYOR	
ATTEST:				
C	ITY CLERK			

FOR CITY CLERK USE ONLY

DATE ADOPTED:

RESOLUTION NO.

ADOPTED BY THE SACRAMENTO CITY COUNCIL

ON E	PATE OF	<u>September</u>	5,	1989	
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RESOLUTION AMENDING RESOLUTION 89-142 RELATING TO THE CONFLICT OF INTEREST CODE FOR THE DEPARTMENT OF PARKS AND COMMUNITY SERVICES

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF SACRAMENTO:

That Resolution 89-142, Exhibit A, relating to Conflict of Interest is hereby amended to:

1. Add the following designated classification and disclosure categories in the Department of Parks and Community Services:

Designated	Classification

Disclosure Categories

Parks and Recreation Manager

North and South Divisions

2, 3, 8, 9

City-Wide Services Division

2, 3, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18

2. Delete the following designated classifications and disclosure categories in the Department of Parks and Community Services:

<u>Designated Classification</u>

<u>Disclosure Categories</u>

Parks Manager

3, 8, 9

Recreation Manager

2, 9

MAYOR ATTEST:

CITY CLERK

FOR CITY CLERK USE ONLY

DATE ADOPTED: