



**DEPARTMENT OF PARKS
AND COMMUNITY SERVICES**

**CITY OF SACRAMENTO
CALIFORNIA**

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ROBERT P. THOMAS
DIRECTOR

July 31, 1987

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G. ERLING LINGGI
ASSISTANT DIRECTOR

DIVISIONS:

CROCKER ART MUSEUM
GOLF
METROPOLITAN ARTS
MUSEUM & HISTORY
PARKS
RECREATION
ZOO

Budget and Finance Committee
Sacramento, California

Honorable Members in Session:

SUBJECT: Parks and Community Services Fund Development Program

SUMMARY

This report provides information related to the Department of Parks and Community Service's Fund Development Program. Authorization is requested to reallocate existing funds and positions to strengthen the Department's revenue producing programs. No additional City funds are required.

BACKGROUND INFORMATION

The Department's Revenue Development and Management Section of Administration was initiated in 1981-82. The purpose of the section was two-fold: (1) to increase services to the public using City facilities; and (2) to maximize revenue to the City to offset departmental operation cost. Since 1981-82, the program has met both program objectives. An overview of revenue generated over the past six years is as follows:

	1981-82	1982-83	1983-84	1984-85	1985-86	1986-87 (Estimate)
Annual Concession/ Lease Revenue	\$ 347,976	\$ 332,794	\$ 450,844	\$ 747,123	\$ 680,542	\$ 747,357
Corporate Development Revenue	-0-	117,438	203,443	277,195	220,488	577,000
Grants	853,783	280,866	119,480	2,372,432	3,363,203	3,343,118
Fees & Charges	2,489,529	2,546,209	3,818,436	4,010,334	4,319,538	4,984,434
TOTAL:	\$3,691,288	\$4,267,307	\$4,592,243	\$7,407,084	\$8,583,771	\$9,651,909

The Department has been conducting a review of the most recently available data on the tax law changes and effects nationwide upon corporate funding and individual giving. In addition, this review has included an examination of alternative avenues of private sector support such as product development and deferred giving. A proper review of the current material took longer than staff had anticipated and staff was unable to finalize review findings until after the FY 1987-88 budget hearings. Results and recommendations of this review follow.

Literature on corporate giving indicates that corporations are shifting philanthropic dollars to other areas involving greater tax shelters. In response to this, the Department is approaching private sector fund development through a variety of mediums. Corporate advertising dollars appear to offer a fruitful field. As a result, the Department has recently implemented an advertising program at the Sacramento Softball Complex, estimated to generate \$400,000-\$850,000 over the next five years.

Secondly, deferred giving or endowment funds are becoming increasingly lucrative. The private fund development program will emphasize and expand a department-wide deferred giving program. These funds are derived primarily through individual estates. For example, the City of San Diego has a very successful program primarily centered around Balboa Park.

Thirdly, the Gifts to Share program is stronger now than ever. The program began with \$90,000 in contributions in FY 1982-83, and grew to \$600,000 in FY 1985-86. Cumulatively, \$1.1 million has been generated in cash, goods, property and services since the inception of the program; all in support of the City of Sacramento's cultural, park and recreation program. Gifts to Share receives ever-increasing income and attention from both the public and private sector as well, and is considered by many governmental park and recreation agencies nationwide to be one of the best gift catalogue programs in the country.

Fourthly, marketing and promotions have proven successful, particularly with Camp Sacramento and the Sacramento History Center. Emphasis has been directed toward developing and implementing marketing plans. Results are shown through increased attendance which translates to revenue.

Grants and fees and charges continue to expand. The Resource Development and Management Section, in conjunction with the Finance Department, is developing a comprehensive cost analysis which will result in identifying program costs, followed by associated revenue and program subsidy levels. From this data base, a program will be developed to minimize the subsidy levels for certain programs, thereby increasing revenue.

Finally, the Department is generating a significant level of cost savings and improved delivery of services through the volunteer training and program development. The private fund development program will direct efforts towards formalizing and improving the program.

In summary, these shifts in corporate/private sector funding, the fact that Development Officer positions are included in four of the Department's divisions, and the revenue development capabilities of the Department are strong; it is recommended that funds be reallocated to maximize revenue generating

capabilities. Further, it is recommended that staff pursue advertising, deferred gifts, product development and gifts catalogue activities of the private Fund Development Program and the revenue development program of concessions, fees, and grants. Specifically, recommended position changes are as follows:

<u>Position</u>	<u>Current Budget</u>		<u>Proposed Budget</u>	
	<u>FTE</u>	<u>\$</u>	<u>FTE</u>	<u>\$</u>
Development Officer	1.0	\$53,540	-0-	-0-
Arts Program Assistant	.5	16,175	1.0	\$30,521
Promotions Specialist	.83	15,727	1.0	18,170
Account Clerk I	-0-	-0-	1.0	24,507
Graduate Student Trainee	.46	6,657	.5	10,880
Graduate Student Trainee (Data Management)	-0-	-0-	.78	11,701
Student Trainee	.28	3,680	-0-	-0-
	<u>3.07</u>	<u>\$95,779</u>	<u>4.28</u>	<u>\$95,779</u>

Exhibit A provides a detailed organization chart with corresponding functional responsibilities. The Arts Program Assistant position, which has assisted the Development Officer for two and a half years, will assume a portion of the private Fund Development Program responsibilities including Gifts to Share, deferred giving and product development. Monitoring of revenue from the development program, as well as lease and concession revenue, will be accomplished by the proposed Account Clerk I position. Further support for the fund development and revenue development programs will be provided through the additional hours of the Promotions Specialist and reassignment of the Student Trainee positions to support data management and revenue development. This reallocation of positions and funds will lend continuity to revenue monitoring functions and allow professional staff to creatively pursue new sources of revenue and corporate/private sector partnership.

FINANCIAL DATA

The FY 1987-88 budget allocated a total of \$53,540 in General Funds towards the Development Officer position. These funds, as well as the Student Trainee funds (\$3,680), should be allocated as follows:

<u>Position</u>	<u>FTE</u>	<u>Proposed Budget</u>	<u>\$</u>
Arts Program Assistant	.5		\$14,346
Promotions Specialist	.17		2,443
Account Clerk I	1.0		24,507
Graduate Student Trainee	.04		4,223
Graduate Student Trainee (Data Management)	.78		<u>11,701</u>
Total	<u>2.49 FTE</u>		<u>\$57,220</u>

There is no increase to the General Fund.

RECOMMENDATION

It is recommended that the Budget and Finance Committee approve this report. Further it is recommended that City Council, by resolution, amend the City's FY 1987-88 operating budget to reflect the recommended personnel changes within the Department of Parks and Community Services, Administration Division.

Respectfully submitted,



ROBERT P. THOMAS, Director
Parks and Community Services

Recommendation Approved:



JACK R. CRIST
Deputy City Manager

RPT:ja

August 18, 1987
All Districts

RESOLUTION No.

Adopted by The Sacramento City Council on date of

RESOLUTION AMENDING THE FY 1987-88 CITY BUDGET FOR THE DEPARTMENT OF PARKS AND COMMUNITY SERVICES (ADMINISTRATION DIVISION)

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

1. That the recommendations of an indepth review of the revenue development and corporate fund raising capabilities of the Department of Parks and Community Services Administration Division, including personnel changes, are hereby approved.
2. That the City's FY 1987-88 operating budget for the Department of Parks and Community Services is hereby amended to reflect the following personnel modifications:

Delete:

FTE

1.00	Development Officer	101-450-4513-4101	[\$53,540]
.28	Student Trainee	101-450-4514-4101	[3,680]

Add:

FTE

.5	Arts Program Assistant	101-450-4513-4101	\$14,346
.17	Promotions Specialist	101-450-4512-4101	2,443
1.00	Account Clerk I	101-450-4511-4101	24,507
.04	Graduate Student Trainee	101-450-4512-4101	4,223
.78	Graduate Student Trainee	101-450-4511-4101	11,701

MAYOR

ATTEST:

CITY CLERK

ADMINISTRATION AND PLANNING

1.0. DEPUTY DIRECTOR

PLANNING AND DEVELOPMENT	FISCAL/MANAGEMENT SERVICES	COMPUTER SERVICES	RESOURCE DEVELOPMENT AND MANAGEMENT
<p>Responsible for management of all park acquisitions, and development and renovation of all facilities within the Department. Services include master planning, construction drawings, cost estimates, site inspection and control of Quimby fee program. Also responsible for staffing all city, county and state studies as they apply to the Department's operation.</p>	<p>Responsible for management and control of the Department's budget and personnel system. Services include budget development and control, personnel actions, office management, and clerical support.</p>	<p>Responsible for the development and management of department data processing systems and to provide technical assistance and direction for users. Provides analysis and solution of technical operational problems and malfunctions. Provides department-wide coordination and liaison with the City Data Management Department.</p>	<p>Responsible for management of Department's revenue resources to generate funds through concessions, leases, corporate & private fund development, marketing, promotions, & special projects. Research & prepare applications for grants/subsidies & administer approved projects. Develop & implement innovative revenue programs & establish public confidence & recognition of department. Conduct studies & recommend levels of fees/charges. Also responsible for coordinating staff reports & studies to City Council & committees.</p>
<p>1.0 LANDSCAPE ARCHITECT</p>	<p>1.0 ADMINISTRATIVE SERV. OFFICER</p>	<p>1.0 DEPARTMENTAL DATA ANALYST</p>	<p>1.0 ADMINISTRATIVE SERV. OFFICER</p>
<p>4.84 positions</p>	<p>9.0 positions</p>	<p>.78 GRAD. STUDENT TRAINEE</p>	<p>5.46 positions</p>

RESOURCE DEVELOPMENT AND MANAGEMENT
 ADMINISTRATIVE SERVICES OFFICER

CONCESSION MANAGEMENT
 1.0 ADMINISTRATIVE ASSISTANT II
 .46 GRADUATE STUDENT TRAINEE

GRANTS AND ADMIN. SUPPORT
 1.0 ADMINISTRATIVE ASSISTANT I

PRIVATE FUND DEVELOPMENT
 1.0 ARTS PROGRAM ASSISTANT

MARKETING AND PROMOTIONS
 1.0 RECREATION SUPERVISOR II
 1.0 PROMOTIONAL SPECIALIST

- * Concession development/management
- * Lease development
- * Advertising revenue
- * Fees/charges administration
- * Special planning studies
- * Employee training

- * Federal/State legislative analysis
- * Lease/concession compliance
- * Council reports
- * Surveys
- * Grants training

- * Gifts to Share
- * Volunteers
- * Special projects
- * Deferred giving
- * Product development/sales
- * Volunteer manual
- * Corporate logo

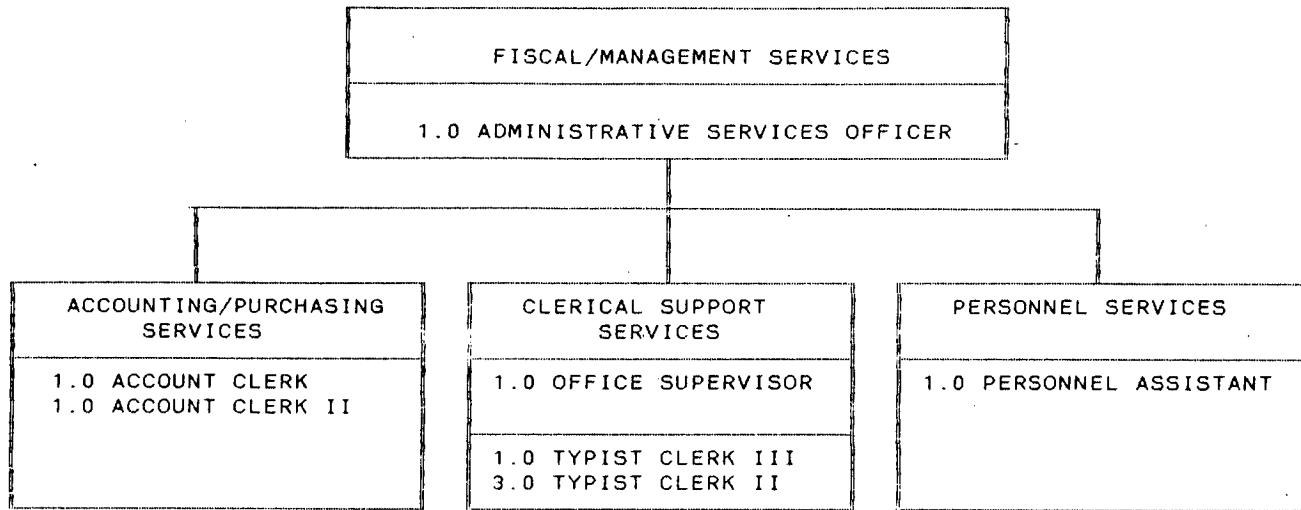
- * Marketing studies
- * Special discounts
- * Media relations
- * Video production
- * Mailings
- * Brochure development
- * Graphics/photography
- * Speakers bureau
- * Special promotions
- * Employee orientation

COMPUTER SERVICES

DEPARTMENT DATA ANALYST

.78 GRADUATE STUDENT TRAINEE

- * Department-wide data management
- * Systems development/implementation
- * Systems evaluation/maintenance
- * Coordinate training needs
 - Reservation
 - File techniques
 - Lotus workshop (beginning/advanced)
 - LGFS
 - Multimate
 - Lotus Graphics
 - E-Mail
 - Focus
 - Trouble shooting techniques
 - Records management
 - CAD



The Account Clerk I will be assigned to Fiscal/Management Services to:

- * Monitor concession and lease agreements verifying bonds, insurance and other documents.
- * Revenue records management
- * Expenditure monitoring and controls
- * Process payments
- * Compliance audits of concessions and leases
- * Assist in budget preparation

PROPOSED POSITIONS

1. Account Clerk I (Step C)	1.0 FTE	\$24,507
2. Graduate Student Trainee	.5 FTE	10,880
3. Arts Program Assistant (Step C)	1.0 FTE	30,521
4. Promotions Specialist (Step C)	1.0 FTE	18,170
5. Graduate Student Trainee (Data Management)	.78 FTE	11,701
		<u>\$95,779</u>

BUDGETED POSITIONS

1. Development Officer	1.00 FTE	\$53,540
2. Graduate Student Trainee	.46 FTE	6,657
3. Promotions Specialist	.83 FTE	15,727
4. Arts Program Assistant	.50 FTE	16,175
5. Student Trainee	.28 FTE	3,680
		<u>\$95,779</u>