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**DEPARTMENT OF PARKS  
AND COMMUNITY SERVICES**

ROBERT P. THOMAS  
DIRECTOR

G. ERLING LINGGI  
ASSISTANT DIRECTOR

WALTER S. UEDA  
DEPUTY DIRECTOR

**CITY OF SACRAMENTO  
CALIFORNIA**

August 30, 1989

1231 I STREET  
SUITE 400  
SACRAMENTO, CA  
95814-2977

916-449-5200

**APPROVED**  
BY THE CITY COUNCIL

SEP 5 1989

OFFICE OF THE  
CITY CLERK

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

City Council  
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.

**JOINT COMMITTEE ACTION**

The attached report was approved by the joint Budget and Finance/Transportation and Community Development Committee on August 29, 1989.

**RECOMMENDATION**

It is 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;

APR 30 1989

THIS REPORT RELATES TO  
RECREATION CENTER IN PARK  
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AND FOR ... ..  
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- 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,

*for* *B. Eiling Linggi*  
 Robert P. Thomas, Director  
 Parks and Community Services

Recommendation Approved:

*Walter J. Slipe*  
 Walter J. Slipe  
 City Manager

RPT:ja

September 5, 1989  
All Districts

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APPROVED  
BY THE CITY COUNCIL

SEP 5 1989

OFFICE OF THE  
CITY CLERK

# RESOLUTION NO. 89-707

ADOPTED BY THE SACRAMENTO CITY COUNCIL

ON DATE OF \_\_\_\_\_

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:

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:

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

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

RESOLUTION NO.: \_\_\_\_\_

DATE ADOPTED: \_\_\_\_\_

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4. That the City budget for FY 1989-90 is amended by transferring \$40,459 from the General Fund Contingency to the Recreation North budget for the purpose stated in paragraph three as follows:

101-710-7012-4999	[ \$40,459 ]
101-450-4524-4221	5,667
101-450-4524-4231	18,643
101-450-4524-4399	16,149

5. That the FY 1989-90 City budget be amended by increasing the offset from the 4th "R" Operating Grant to the General Fund for the purpose stated in paragraph two as follows:

101-450-4522-4715	\$50,125
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\_\_\_\_\_  
MAYOR

ATTEST:

\_\_\_\_\_  
CITY CLERK

**FOR CITY CLERK USE ONLY**

RESOLUTION NO.: \_\_\_\_\_

DATE ADOPTED: \_\_\_\_\_

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**CITY OF SACRAMENTO  
CALIFORNIA**

**August 11, 1989**

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916-449-5200

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**

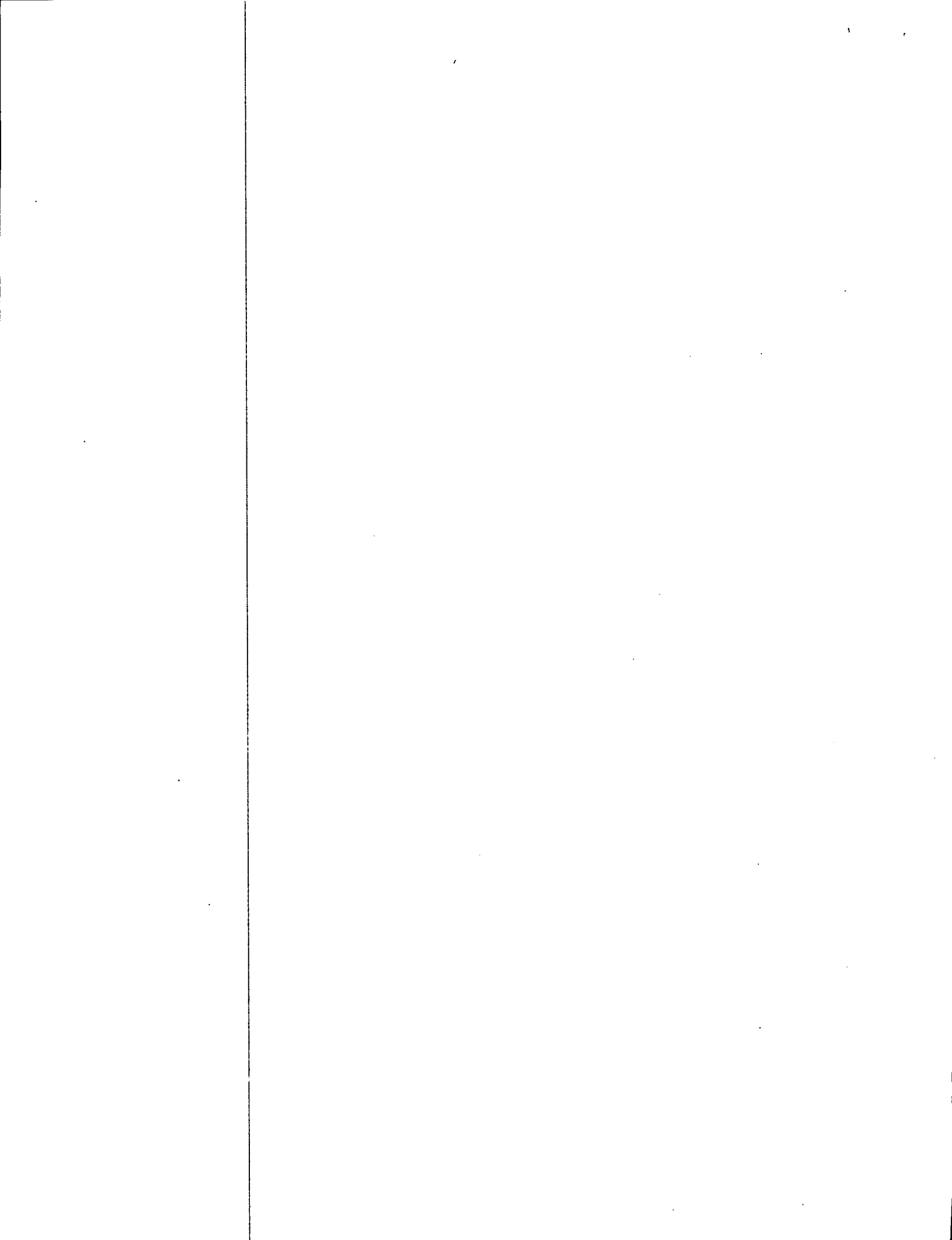
This report recommends a reorganization of the Parks and Recreation Divisions into three operating divisions: Parks and Recreation North, Parks and Recreation South, and Parks and Recreation City-wide. The report also recommends a budget increase of \$40,459 to lease office space.

**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



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

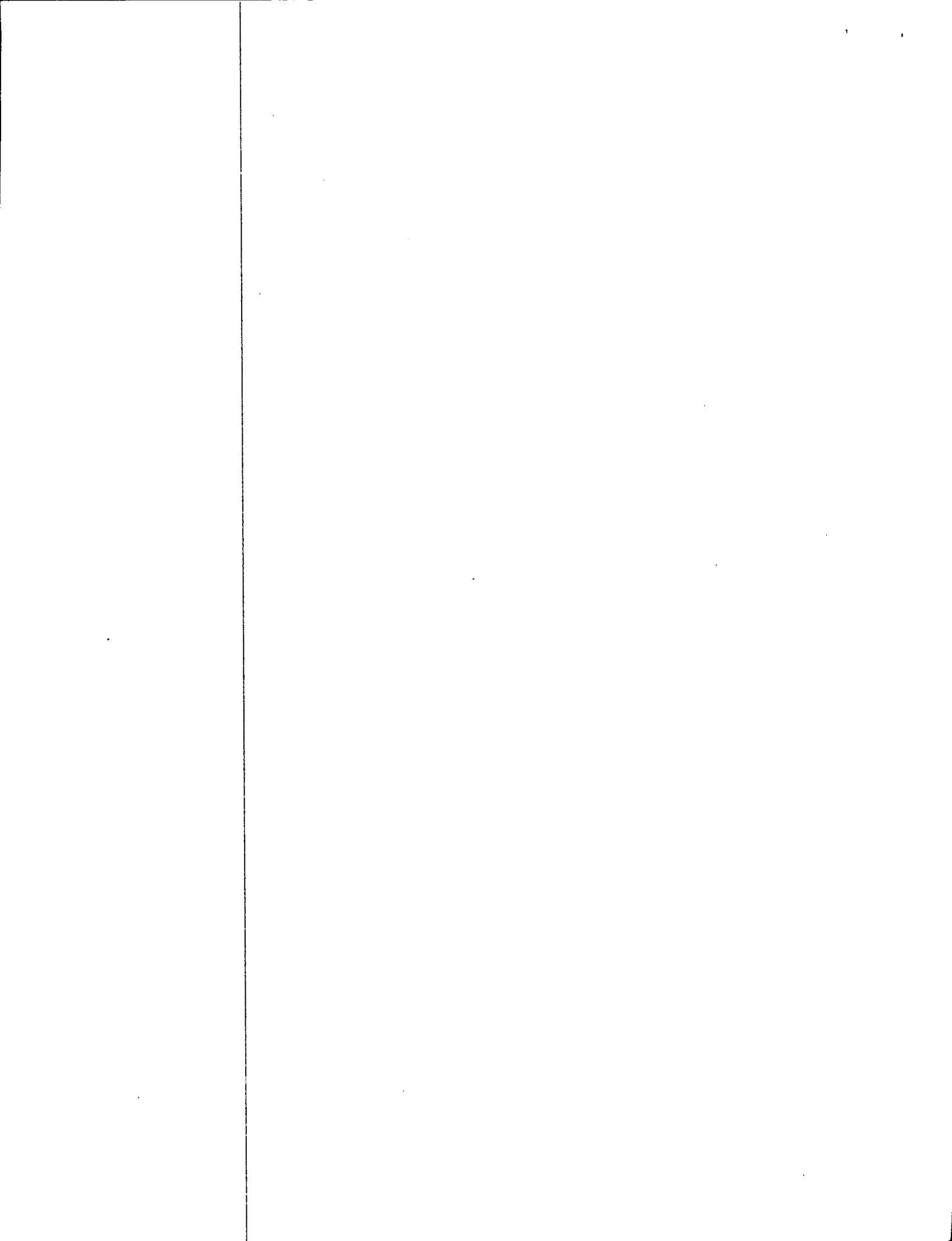
The Parks and Recreation Divisions are the two largest divisions of the Department. Within the Parks Division are four operations: Parks South, Parks North, Special Services, and Tree Services. The Recreation Division consists of three sections: Recreation South and Human Services, Recreation North and City-wide Sports, and Recreation City-wide and Visitor Services. The 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.

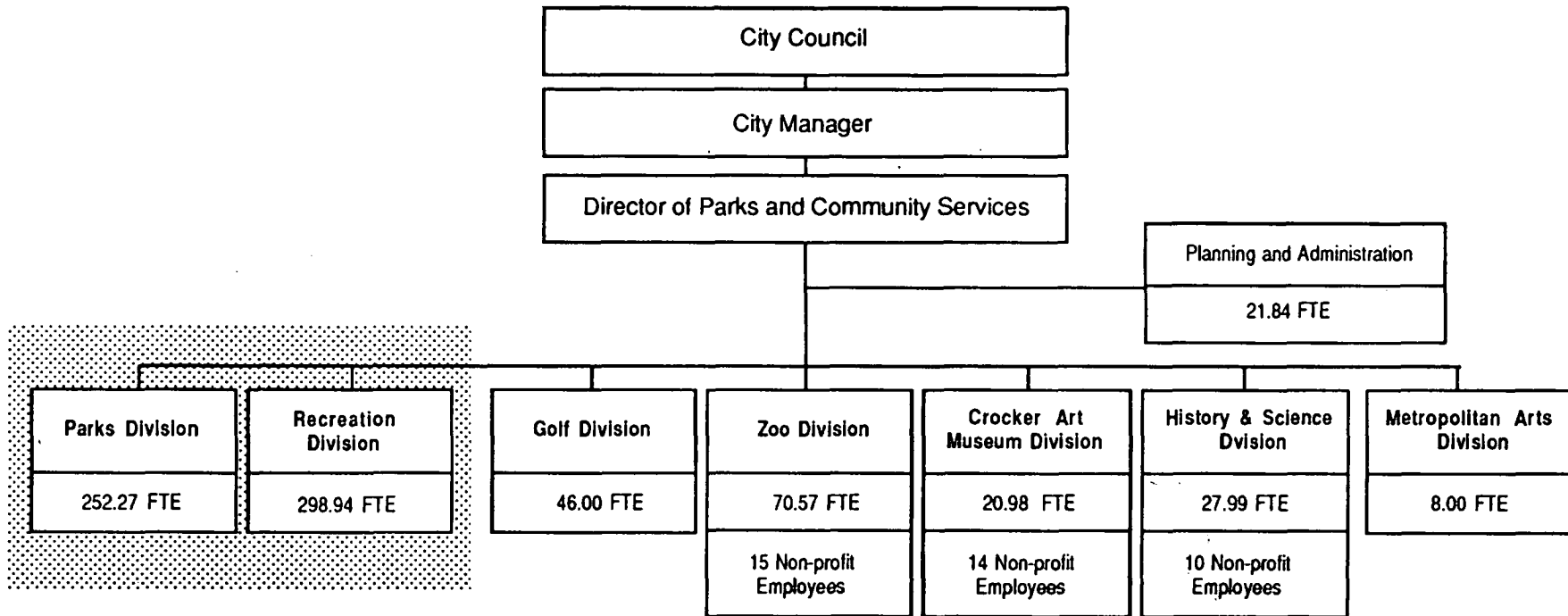
In November of 1988, the Director of Parks and Community Services established a task force of the Parks Manager and Recreation Manager to evaluate the current organizational structure of the divisions in relationship to the delivery of park and recreation services. The need for the evaluation was based 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.

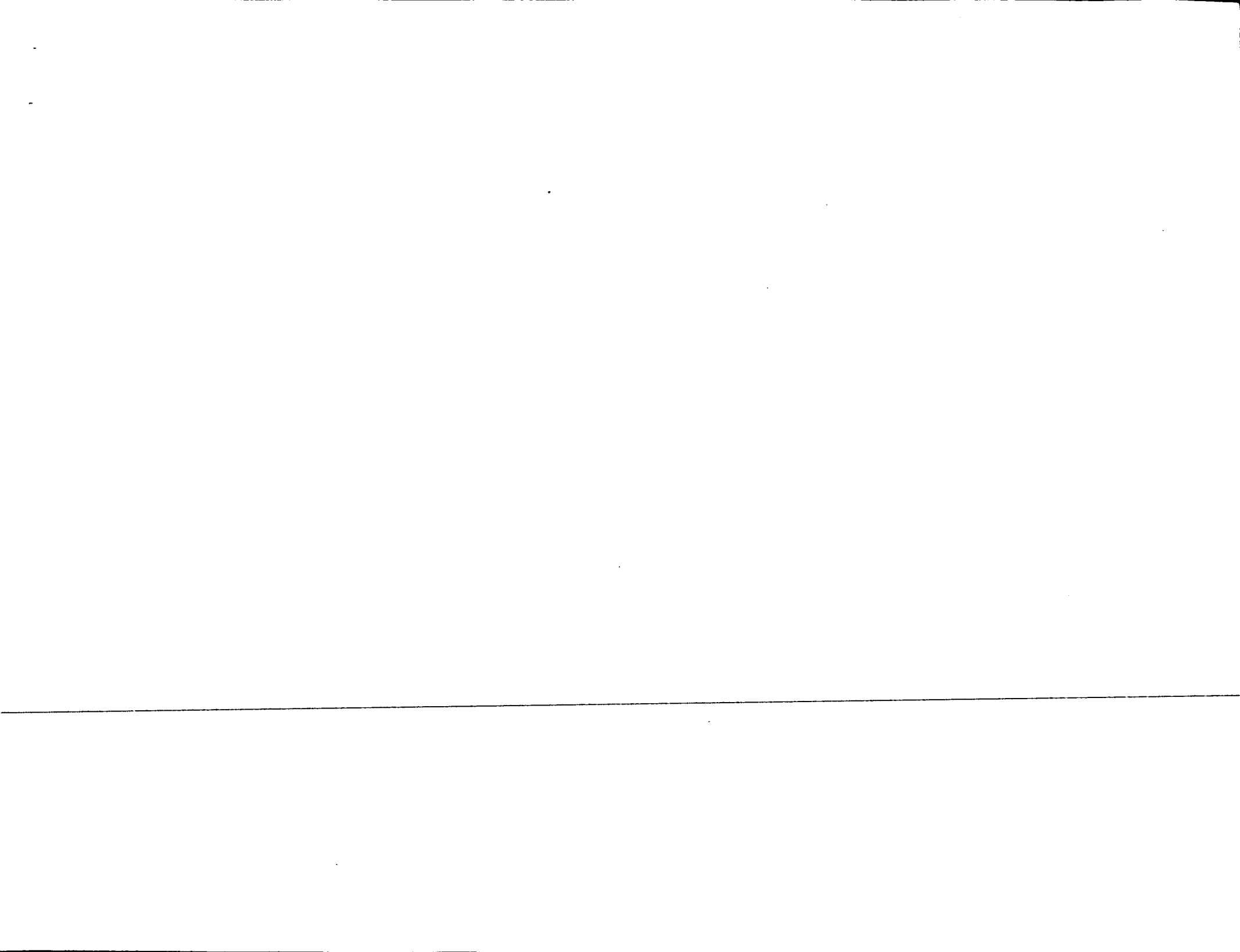
After reviewing several organizational charts of other park and recreation agencies located in major urban cities and conducting site visits, it was determined that a reorganization of the Parks and Recreation Divisions could improve the delivery of leisure services to the public. In February of 1989, 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:

1. Improve customer service by decentralizing park and recreation services in 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







**Director of Parks and Community Services**

**Parks Division**

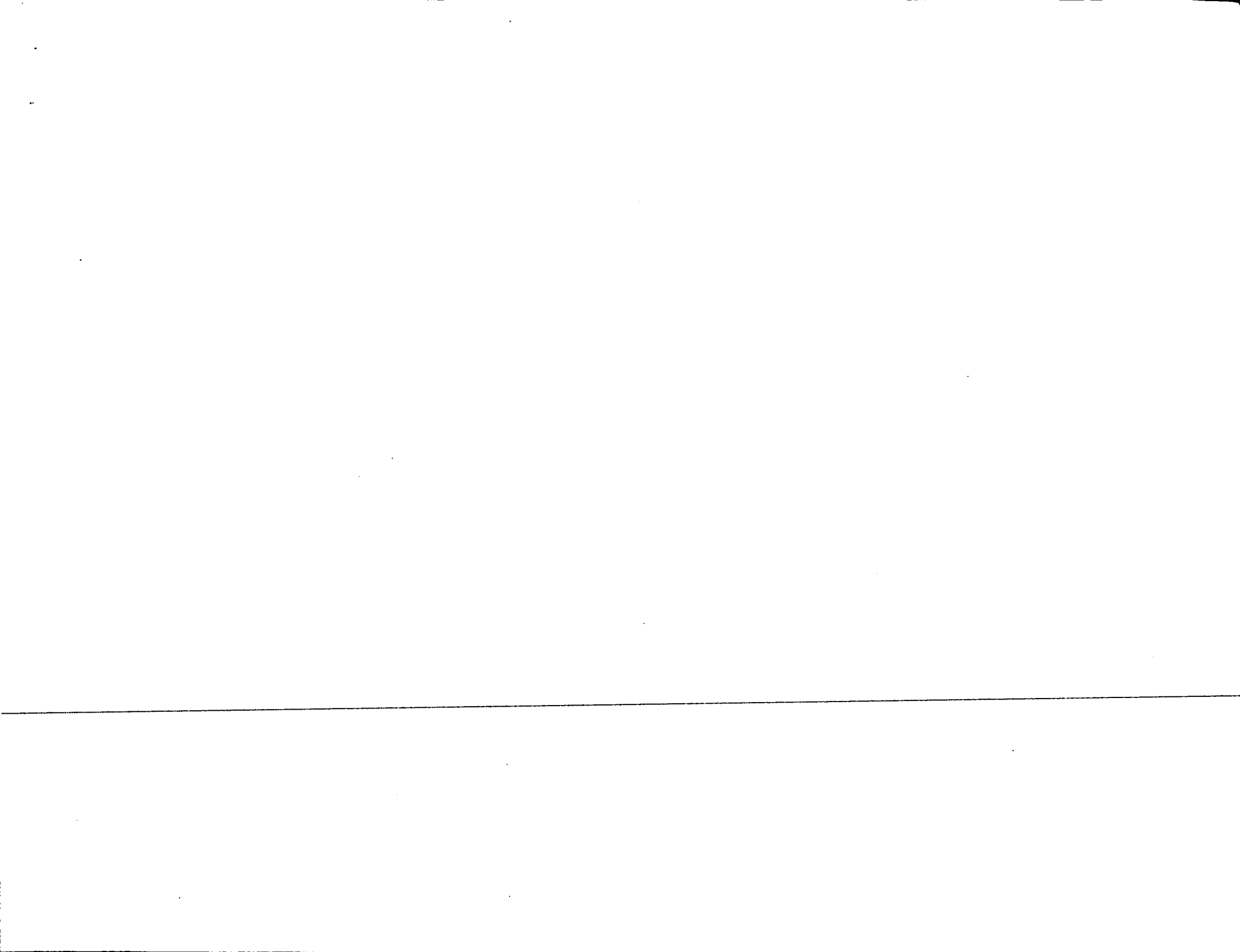
1.0 Parks Manager

**Recreation Division**

1.0 Recreation Manager

<b>Parks South</b>	<b>Parks North</b>	<b>Special Services</b>	<b>Tree Services</b>
1.0 Parks Superintendent	1.0 Parks Superintendent	1.0 Parks Superintendent	1.0 Parks Superintendent
79.28 FTE	70.03 FTE	40.16 FTE	59.80 FTE
Maintenance and repair of 61 parks and landscaped areas totaling 869 acres	Maintenance and repair of 79 parks and landscaped areas totaling 714 acres	<ul style="list-style-type: none"> <li>-Administration of contract maintenance</li> <li>-Special event support</li> <li>-Community event support</li> <li>-Volunteer projects</li> <li>-City Cemetery</li> <li>-Weekend and evening coverage</li> </ul>	<ul style="list-style-type: none"> <li>-Tree planting &amp; maintenance</li> <li>-Tree trimming &amp; removal</li> <li>-City Nursery</li> </ul>

<b>Recreation South &amp; Human Services</b>	<b>Recreation North &amp; City Wide</b>	<b>City Wide &amp; Visitor Services</b>
1.0 Recreation Superintendent	1.0 Recreation Superintendent	1.0 Recreation Superintendent
174.49 FTE	86.99 FTE	32.46 FTE
<ul style="list-style-type: none"> <li>-Recreation Programs - South</li> <li>-8 swimming pools</li> <li>-4 community centers</li> <li>-10 wading pools</li> <li>-Leisure Enrichment Classes</li> <li>-4th 'R' Child Care</li> <li>-Handicapped programs</li> <li>-Senior Center</li> </ul>	<ul style="list-style-type: none"> <li>-Recreation Programs - North</li> <li>-7 swimming pools</li> <li>-4 community centers</li> <li>-8 wading pools</li> <li>-Adult sports</li> <li>-Softball Complex</li> <li>-Park Permits</li> </ul>	<ul style="list-style-type: none"> <li>-Old Sacramento Waterfront</li> <li>-Sacramento Marina</li> <li>-Camp Sacramento</li> <li>-Golden Era Handicrafts</li> <li>-Maintenance of Old Sacramento &amp; Miller Park</li> </ul>





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

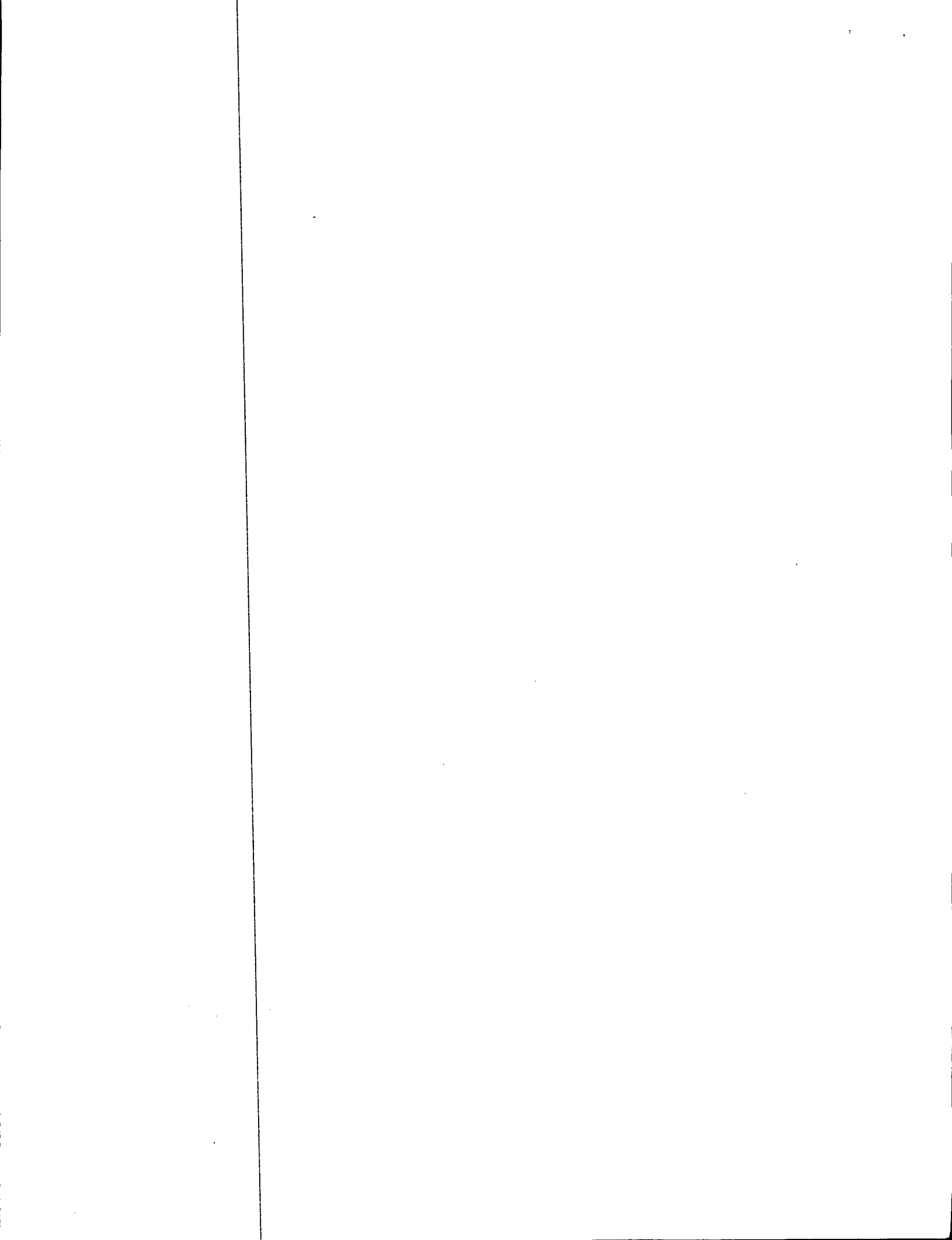
The proposed reorganization consolidates Parks and Recreation staff into three operating divisions: Parks and Recreation North, Parks and Recreation South, and Parks and Recreation City-wide. The dividing line between the north and south is an east-west line utilizing Highway 50, Broadway and Folsom 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 swimming 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 Coolege 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.



City Council

City Manager

Director of Parks and Community Services

Planning and Administration  
22.84 FTE

Parks & Recreation /City-wide	Parks & Recreation /North	Parks & Recreation /South
266.05 FTE	136.87 FTE	148.29 FTE

Golf Division  
46.00 FTE

Crocker Art Museum Division  
20.98 FTE

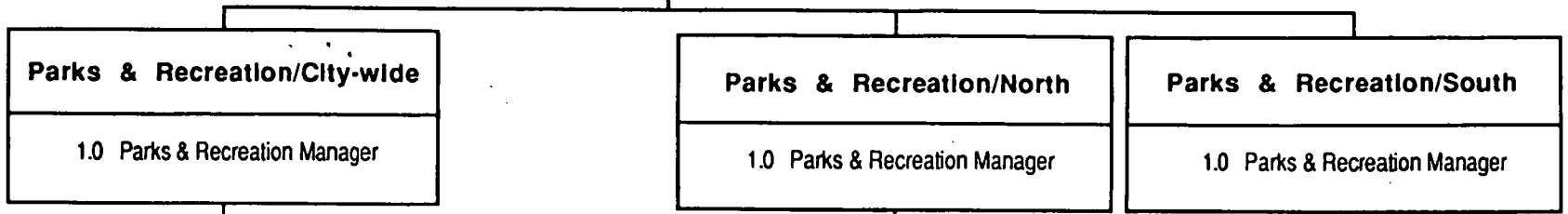
Metropolitan Arts Division  
8.0 FTE

Sacramento Zoo & Fairytale Town Division  
70.57 FTE

History & Science Division  
27.99 FTE

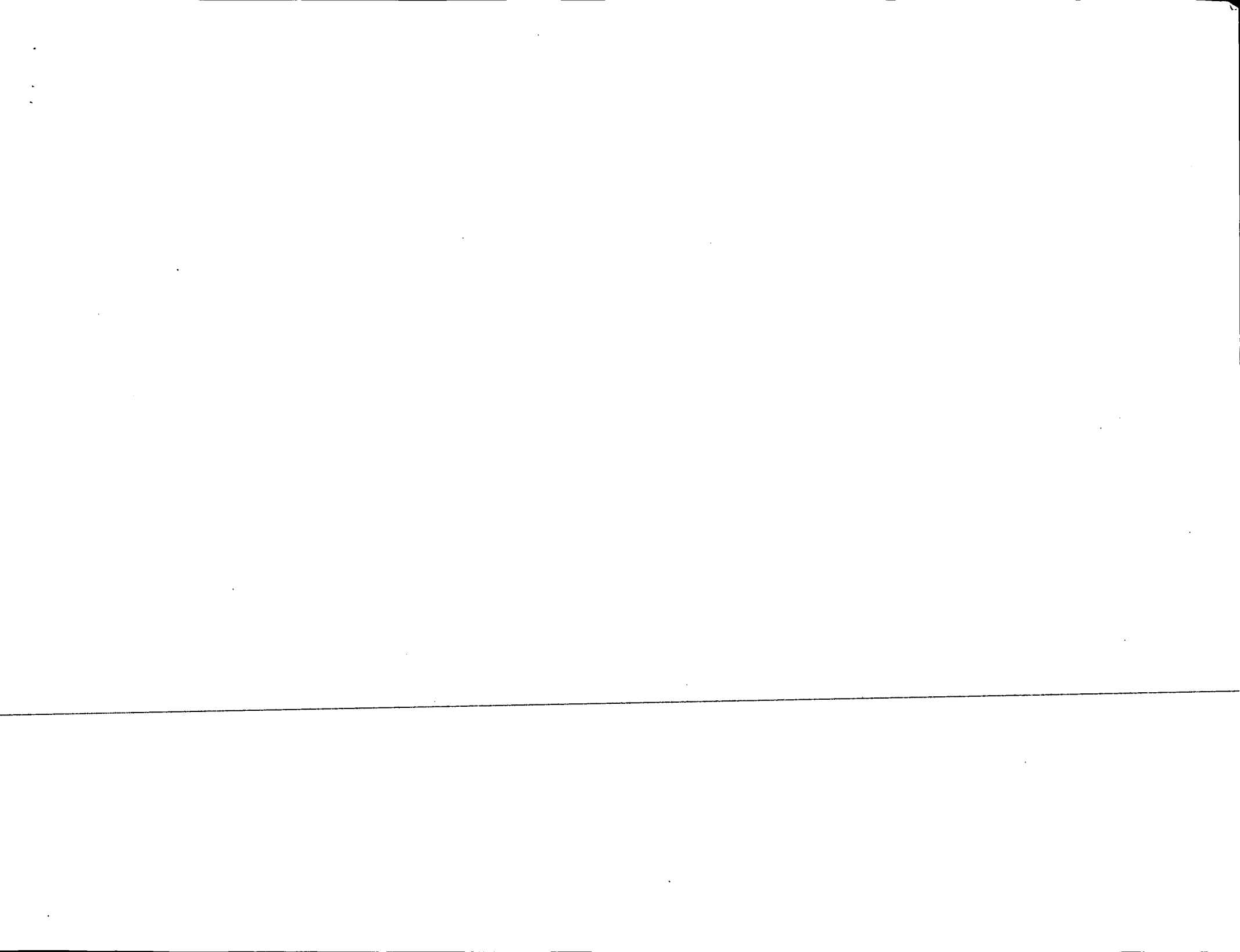


**Director of Parks and Community Services**



City-wide Services	Human Services	Tree Services	Special Services	Park Maintenance	Recreation Services	Park Maintenance	Recreation Services
1.0 Recreation Superintendent	1.0 Recreation Superintendent	1.0 Parks Superintendent	1.0 Parks Superintendent	1.0 Parks Superintendent	1.0 Recreation Superintendent	1.0 Parks Superintendent	1.0 Recreation Superintendent
42.14 FTE	118.95 FTE	59.80 FTE	40.16 FTE	69.03 FTE	64.84 FTE	66.01 FTE	79.28FTE
<i>Responsible for:</i> -City-wide facilities and programs -Old Sacramento Waterfront -Softball Complex -Sports Commission -Camp Sacramento -Sacramento Marina -Golden Era Handicrafts	<i>Responsible for:</i> -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	<i>Responsible for:</i> - 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	<i>Responsible for:</i> -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 evening maintenance -set-up and take down activities for City special events and major public events	<i>Responsible for:</i> -park maintenance and rehabilitation in North Area of City - maintenance of 79 parks/landscaped areas totaling 714 acres -irrigation repair and special projects	<i>Responsible for:</i> -neighborhood and community recreational programs and facilities in South Area of City -6 community centers -8 swimming pools -10 wading pools -special classes -youth sports -playgrounds -special events	<i>Responsible for:</i> -park maintenance and rehabilitation in South Area of City -maintenance of 61 parks/landscaped areas totaling 869 acres -irrigation repair -special projects	<i>Responsible for:</i> -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 -playgrounds -special events

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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:

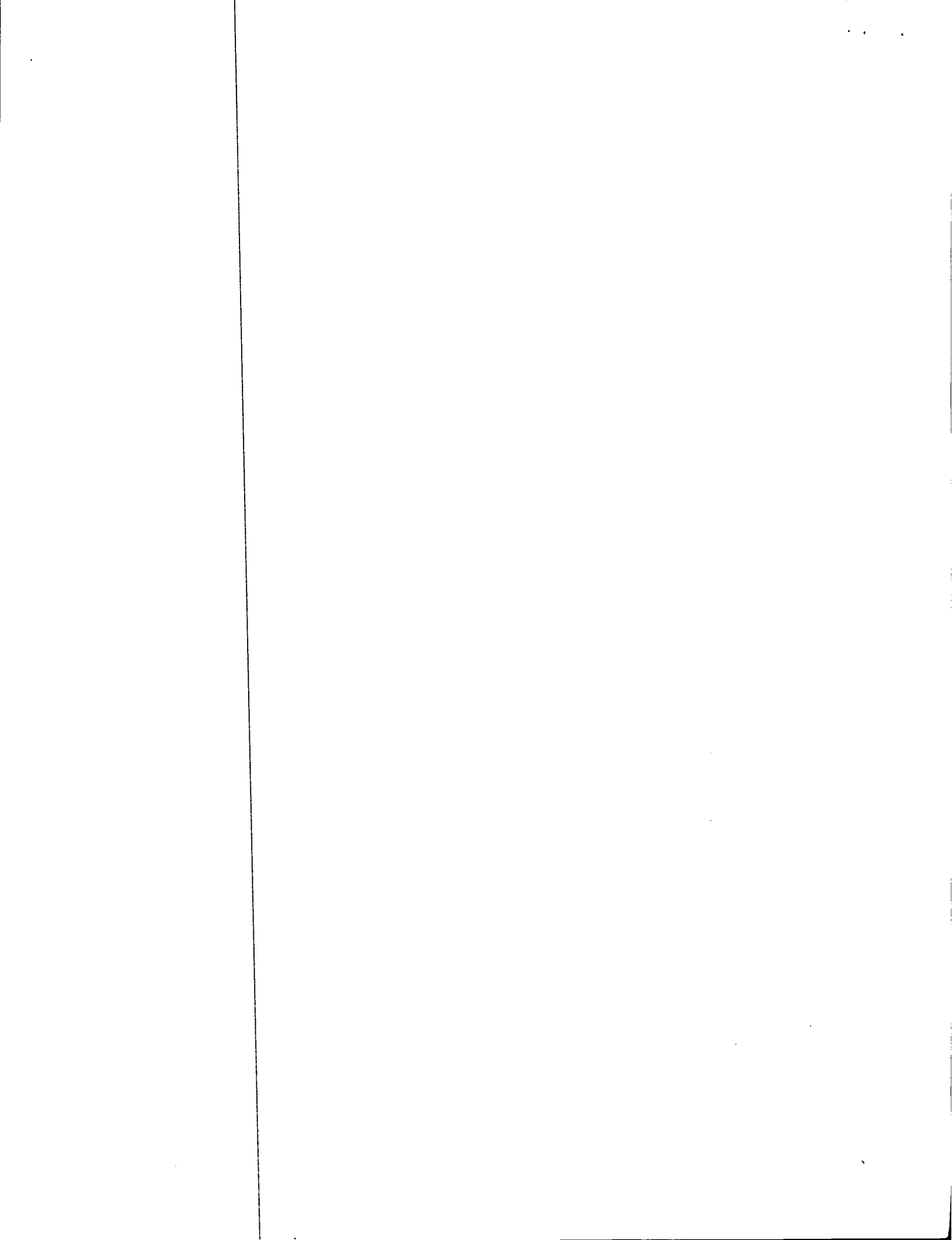
Delete		Add	
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1 Recreation Leader II (N/C)	22,839.66	*Equipment Pool Maintenance	6,500.00
	<u>\$314,119.82</u>		<u>\$363,629.64</u>
		Revenue from 4th R Program to pay for Senior Recreation Supervisor	50,125.50
			<u>\$313,504.14</u>
		*Supplies for 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.

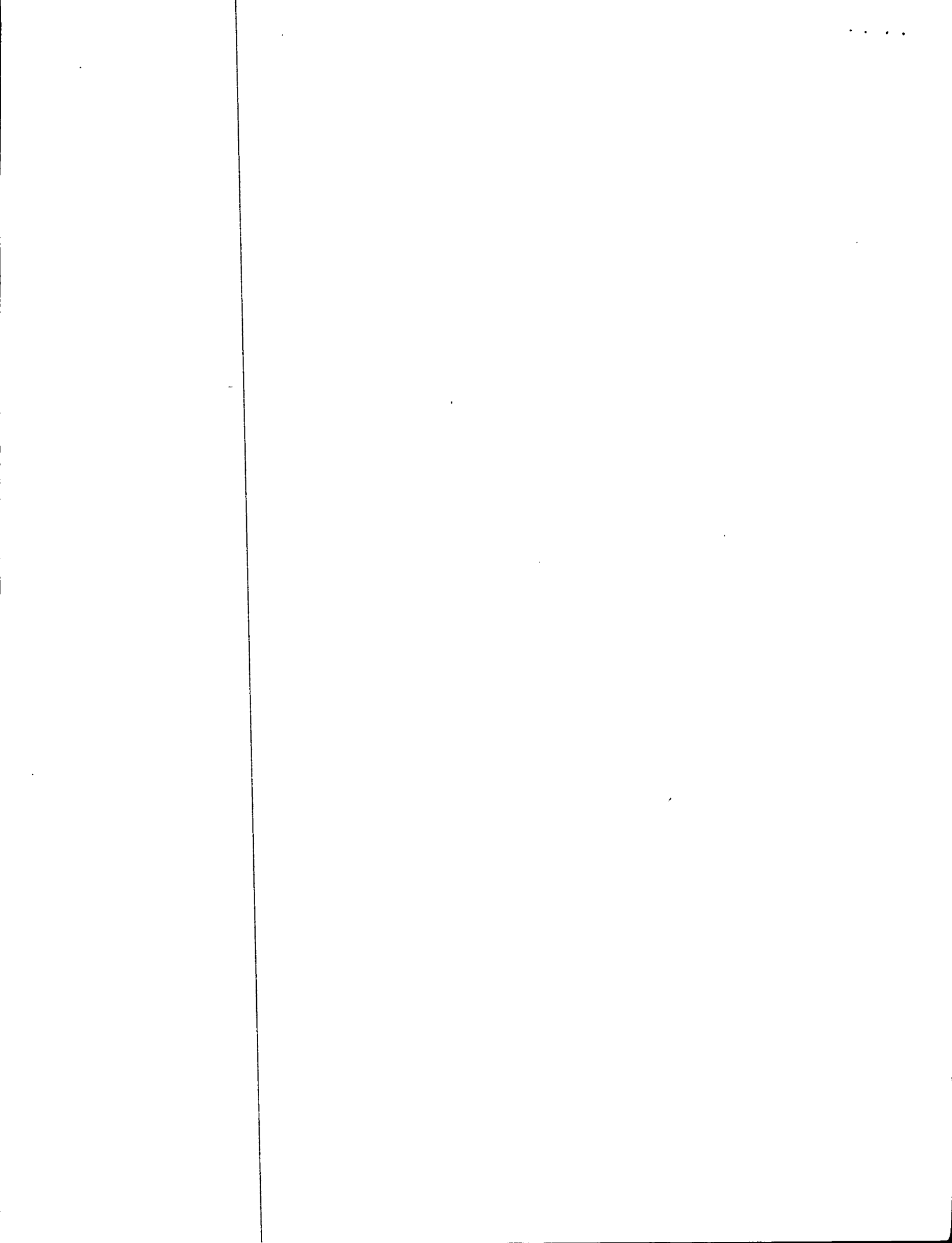
No additional funds are requested for the proposed staffing changes.

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.



August 11, 1989

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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:

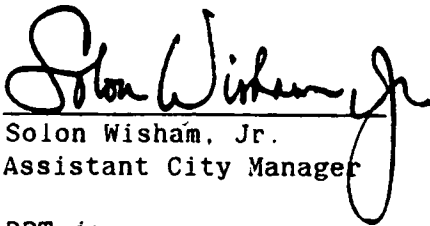
1. Approve the proposed reorganization of the Parks and Recreation Division within the Department of Parks and Community Services effective September 9, 1989;
2. Approve the staffing changes as outlined in this report;
3. Approve the additional General Fund allocation of \$40,459 annually to rent additional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

Respectfully submitted,



Robert P. Thomas, Director  
Parks and Community Services

Recommendation Approved:



Solon Wisham, Jr.  
Assistant City Manager

RPT:ja

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August 29, 1989  
All Districts

