

**CITY OF LODI
INFORMAL INFORMATIONAL MEETING
"SHIRTSLEEVE" SESSION
CARNEGIE FORUM, 305 WEST PINE STREET
TUESDAY, FEBRUARY 26, 2008**

An Informal Informational Meeting ("Shirtsleeve" Session) of the Lodi City Council was held Tuesday, February, 26, 2008, commencing at 7:01 a.m.

A. ROLL CALL

Present: Council Members – Hitchcock, Johnson, Katzakian, and Mayor Mounce

Absent: Council Members – Hansen

Also Present: City Manager King, City Attorney Schwabauer, and City Clerk Johl

B. TOPIC(S)

B-1 "Presentation of the Semi-Final Report with Regard to the Merger of Hutchins Street Square/Parks and Recreation"

City Manager King provided a brief introduction to the subject matter regarding a potential merger of Hutchins Street Square and Parks and Recreation.

Community Center Director Jim Rodems provided a PowerPoint presentation regarding the subject matter. Specific topics of discussion included executive summary, conclusion, findings, contributing factors, National City Survey, who was consulted, work product, potential organizational charts, various budgeting options, transition plan, separation of departments, and recommendations regarding the same.

In response to Mayor Mounce, Mr. Rodems stated the community forum was attended by approximately 15 to 20 people.

In response to Myrna Wetzel, Mr. Rodems stated the previous community forum was held at 6:00 p.m. in the library and an additional one is planned for March.

In response to Council Member Johnson, Mr. Rodems stated that the salary figures were arrived at by comparing current City salary figures for like or similar positions.

In response to Mayor Mounce, Mr. Rodems stated the potential administrative clerk salary reduction may be looked at in conjunction with what jobs are assigned to what levels and corresponding support. Mr. King stated it is important to note that currently the director position does not come with a secretarial support position.

In response to Mayor Mounce, Mr. Rodems stated the draft report will be taken out to the various interested groups. He stated the City Council was provided a clean copy before any changes are made as a result of the additional comments that may be received.

Council Member Hitchcock requested a copy of the current organizational charts and salaries for the Hutchins Street Square and Parks and Recreation Departments.

In response to Council Member Hitchcock, Parks Project Coordinator Steve Virrey stated the current position handles projects and construction drawings and works with the Public Works Department on in-house projects.

Discussion ensued between Council Member Hitchcock, Mr. Rodems, and Mr. King regarding the possibility of an additional layer of management to manage a larger, single structure, reducing two director positions into a single position, efficient services and communication with the community at large, the need for effective program budgeting, maintenance and building services for both of the existing departments, fee generation and tax subsidy associated with the \$1.4 million figure, and the service provided by existing and proposed staffing levels.

In response to Council Member Hitchcock, Mr. King confirmed that the proposed salary figure is total compensation. Mr. King also briefly explained the current salaries for the Hutchins Street Square and Park and Recreation Directors, stating there was an opportunity to review organizational structures in light of the vacancy of a Parks and Recreation Director.

Further discussion ensued between Mayor Mounce, Mr. Rodems, and Mr. King regarding additional cost references in the proposed budget and total salary amounts.

In response to Mayor Mounce, Mr. Rodems stated the proposed budget does not include software costs, which may already be in place without full utilization.

In response to Council Member Hitchcock, Mr. Rodems stated art-related classes fall under a recreational function and can be offered in a similar fashion. He stated the Arts Commission would continue to operate and function in its existing capacity due to everything else that may be under its purview.

In response to Council Member Hitchcock, Mr. Rodems stated the Recreation Commission may be expanded to ensure representation from both the arts and senior citizens aspect. Mr. King stated the community would benefit from a stronger Recreation Commission representing various interests; although, the groups may continue to function individually as well in light of other subject matters under their purview. Mr. Rodems also provided an overview of the concept associated with program protection in relation to space.

In response to Mayor Mounce, Mr. King stated staff did not specifically look at the best service provider when comparing cities that were 50,000 to 75,000 in population. Mr. Rodems stated cities were basically compared for nomenclature purposes, and internal process from city to city varies based on community needs.

In response to Council Member Johnson, Mr. Rodems stated that, while the market may be considered, fees are primarily based on costs to provide the service, program goals, the ability to generate revenue, and accessibility of the service.

Discussion ensued between Council Member Johnson, Mr. Rodems, and Mr. King regarding subsidizing youth programs, recovery with adult programs, different ways to generate the proposed income number for balance purposes, Council consideration of program budgets, cost levels driven by participation, and the level of subsidy amounts.

In response to Kathy Grant, Mr. Rodems stated a full-time position may be needed for Lodi Lake if the program needs require additional support. He stated that, while revenues may increase from the Lake being open all year, so may the costs associated with the same.

In response to Council Member Katzakian, Mr. Rodems stated that a full-time position may be warranted if Lodi Lake is open all year round.

In response to Council Member Johnson, Mr. King stated the item will be coming back to Council for consideration after comment is received from the various groups in approximately two to three weeks. Mayor Mounce requested the various groups be contacted and have representation at the Council meeting at which the item is again discussed.

C. COMMENTS BY THE PUBLIC ON NON-AGENDA ITEMS

None.

D. ADJOURNMENT

No action was taken by the City Council. The meeting was adjourned at 8:07 a.m.

ATTEST:

Randi Johl, City Clerk



**CITY OF LODI
COUNCIL COMMUNICATION**

AGENDA TITLE: Presentation of the Semi-Final Report with Regard to the Merger of Hutchins Street Square/Parks and Recreation

MEETING DATE: February 26, 2008

PREPARED BY: James M. Rodems – Community Center Director

RECOMMENDED ACTION: No Action Required.

BACKGROUND INFORMATION: The Lodi City Council directed City staff on May 30, 2007, to review and report on the potential of combining Parks and Recreation with Hutchins Street Square Community Center into a single department.

Meanwhile, less than two months after the City Council gave its direction, a scientific survey of Lodi residents revealed relative dissatisfaction with current recreational opportunities, services to youth and opportunities to attend cultural events.

A five-month study of a potential merger found a consolidated department will improve resident satisfaction by improving customer service, expanding recreational opportunities and improving long-term maintenance of park facilities and Hutchins Street Square. The bottom-line impact is significant as well, with an immediate annual savings of approximately \$177,000 in Fiscal Year 2008-2009.

Conclusion: A combined Parks and Recreation Department and Hutchins Street Square will provide a higher level of service to the community for less cost.

The purpose of this Shirtsleeve Session is to review the semi-final report first with City Council. The report is scheduled to be reviewed with advisory boards and interested community bodies such as Parks and Recreation, Budget and Finance, Hutchins Street Square Foundation, Boosters of Boys/Girls Sports Organization, and others. After input from these organizations, the final report will be brought to the City Council for action.

FISCAL IMPACT: Initial fiscal impact of \$177,000.00 budget savings to the General Fund in Fiscal Year 2008-09.


James M. Rodems
Community Center Director

APPROVED: 
Blair King, City Manager

Council Report: Potential Departmental Merger Hutchins Street Square Community Center/Parks and Recreation

EXECUTIVE SUMMARY

The Lodi City Council directed City staff on May 30, 2007, to review and report on the potential community benefits of combining Parks and Recreation with Hutchins Street Square Community Center into a single department.

Meanwhile, less than two months after the City Council gave its direction, a scientific survey of Lodi residents revealed relative dissatisfaction with current recreational opportunities, services to youth and opportunities to attend cultural events.

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Conclusion: A combined Parks and Recreation Department and Hutchins Street Square will provide a higher level of service to the community for less cost.

FINDINGS

- **Consolidation will reduce duplicate programs:** Both departments offer drawing classes, dance classes and now even piano lessons, which is an inefficient way to deliver services. These conflicts, including disparities in fees for similar offerings, would be eliminated by combining departments. As a result, community members would not be confused about which City department provides a particular service.
- **Increase marketing of programs and community offerings:** Budget limitation restrict departments' abilities to effectively advertise their programs. Through a single budget, a combined department would be able to develop a comprehensive quarterly program guide and more efficiently advertise. A Web site serving all the City's leisure services would give residents a single online registration point, an improvement in customer service.
- **Creation of a single registration process for all services:** A combined department will allow customers to register for a variety of leisure programs at a greater number of sites. Registrants should be able to sign up for programs at existing department counters, on the Web site, at other City facilities and, potentially, at self-serve kiosks. These options will save time and improve the experience of City customers. Another benefit of a combination is the increase in staff's knowledge of all the City's leisure programs.

- **Consolidate and update facility rentals and the facility rental process:** As with registration, allowing residents to use a single system to schedule a variety of city facilities would improve customer service. Cost savings will be realized through the use of multiple points of service housed in each facility and, possibly in the future, remote locations such as the Lodi Public Library and Finance Department. A single department can provide a higher level of control, consistency and oversight of the City's rental inventory.
- **Long-term cost savings through reorganization, attrition, and new program development:** Staffing would be reorganized in a department consolidation. Positions now vacant or soon to open due to retirements may no longer be needed, resulting in savings. Developing new programs and boosting rentals can generate an additional \$182,000 the first 18 months after a merger (Appendix B).

Factors Contributing to a Study of Department Consolidation

Budget Committee - As a function of the annual budget process, the Budget & Finance Committee recommended the City consider the potential benefits of a combined department. Many of its recommendations are included in this report.

Management Structure – The retirement of the Parks and Recreation director in July 2007 provided an opportunity for this study. Once the City Council has decided the future of the departments, either a division manager or department head can be recruited.

The National Citizen Survey - The National Citizen Survey surveyed a cross section of Lodi residents and compared them to 500 other jurisdictions throughout the United States. Its findings were reported in July 2007. On a scale of 0 (lowest) to 100 (highest), items scoring below 54 are considered below the national norm. Here are findings relevant to this consolidation study:

<u>Item</u>	<u>Rating</u>
<i>Recreational Opportunities</i>	41
Safety in Parks – Day	77
Safety in Parks – Night	38
Accessibility of Parks	67
Approved of Maintenance of Parks	66
City Parks (General)	64
Services to Youth	35
Opportunities to attend Cultural Events	46

Additional information from the report shows that while citizens are complimentary of the overall conditions of both the parks and Hutchins Street Square, programs and offerings remain below the national norm.

Study Methods

Constituent groups were consulted and provided an opportunity to comment on the benefits or downsides of a department consolidation in the following manner:

1. Meetings with Governing Bodies – In October/November of 2007, meetings were held with the Hutchins Street Square Foundation Board, the Recreation Commission, and the Boosters of Boys & Girls Sports to discuss merger issues. General questions and comments from all organizations were as follows:

- **What is the purpose of the study?** To research the potential of combining departments.
- **What is the motivation behind merging the two departments?** The need to delivering programs to the community more efficiently.
- **What are you requesting from us in regards to this proposal?** Input into the process.

2. Open Staff Forums – Two staff forums were conducted, one with Hutchins Street Square and another with Parks & Recreation. The most prevalent issue garnered from staff was in regards to the confusion created by the two separate departments for the community. Each department pointed out issues where patrons were unable to have all of their needs handled for recreational opportunities through one department. In addition, there was an understanding of both departments that a linked, consistent and well-advertised program would improve service to the community.

3. Organizational Charts – As a product of the work plan, the following charts were developed combining existing positions for all full-time staff:

- Full-time organizational chart with additional divisional positions.
- Full and part-time combined organizational chart by division.

See Appendix A for Organizational Charts

4. Budgets – Once the organizational charts were developed, a correlating budget was designed to best identify any trends or efficiencies resulting from a department combination. Although staff funding will increase approximately \$10,000, there is an overall initial reduction in the General Fund request of approximately \$177,000. This does not take into consideration an additional savings through resource management.

Budget-recovery goals were set for a combined department that would allow for a “Golden Egg” approach, or a minimum funding figure seen as seed money to generate additional program revenue.

This budget also identifies a minimum standard for maintenance and upkeep of all parks facilities, grounds, and Hutchins Street Square. The goal is to fund this level from the General Fund budget with no requirement to recover costs. This will require full funding of fixed maintenance obligations for a combined department. Any programs requiring a level of service greater than standard care will be recovered through the user program. For example, the Parks Department would mow and trim a ball field but the program would pay for lining of the fields and additional field prep for play. The Parks Department will set the standard level of care and develop their budget accordingly.

The Recreation and Community Center Divisions will move to a program budget format that will require Recreation Supervisors/Coordinators to develop budgets that consider all costs and factor them into the cost of each program per user. The program budget method will be critical in identifying programs that have poor levels of attendance or need to recover a greater portion of costs to make them viable. This process will allow time and resources to be reassigned to new program development.

The Community Center Division will need to generate additional revenue through rentals and will need to transition the current reservation system into a departmental system that will handle all reservations of space, such as park picnic areas as well as Community Center halls and rooms.

Five budget sheets have been developed for this process:

- Full-Time Staff
- Part-Time Staff
- Proposed Budgets
- Revenues
- Golden Egg

See Appendix B for Budgets

5. Transition Plan - Due to the complexity and level of input needed from multiple City departments into the transitional process, creating an in-depth plan at this time is not feasible. The following items have been identified as critical first steps to the process:

- **Locating potential office space outside of both current operations:** Staff cannot be consolidated in a single office due to space and program constraints. A temporary solution will need to be identified until a long-term solution can be created.
- **Job assignments, new positions, and reclassifications:** Human Resources staff will be needed to evaluate the organizational charts and assist in task

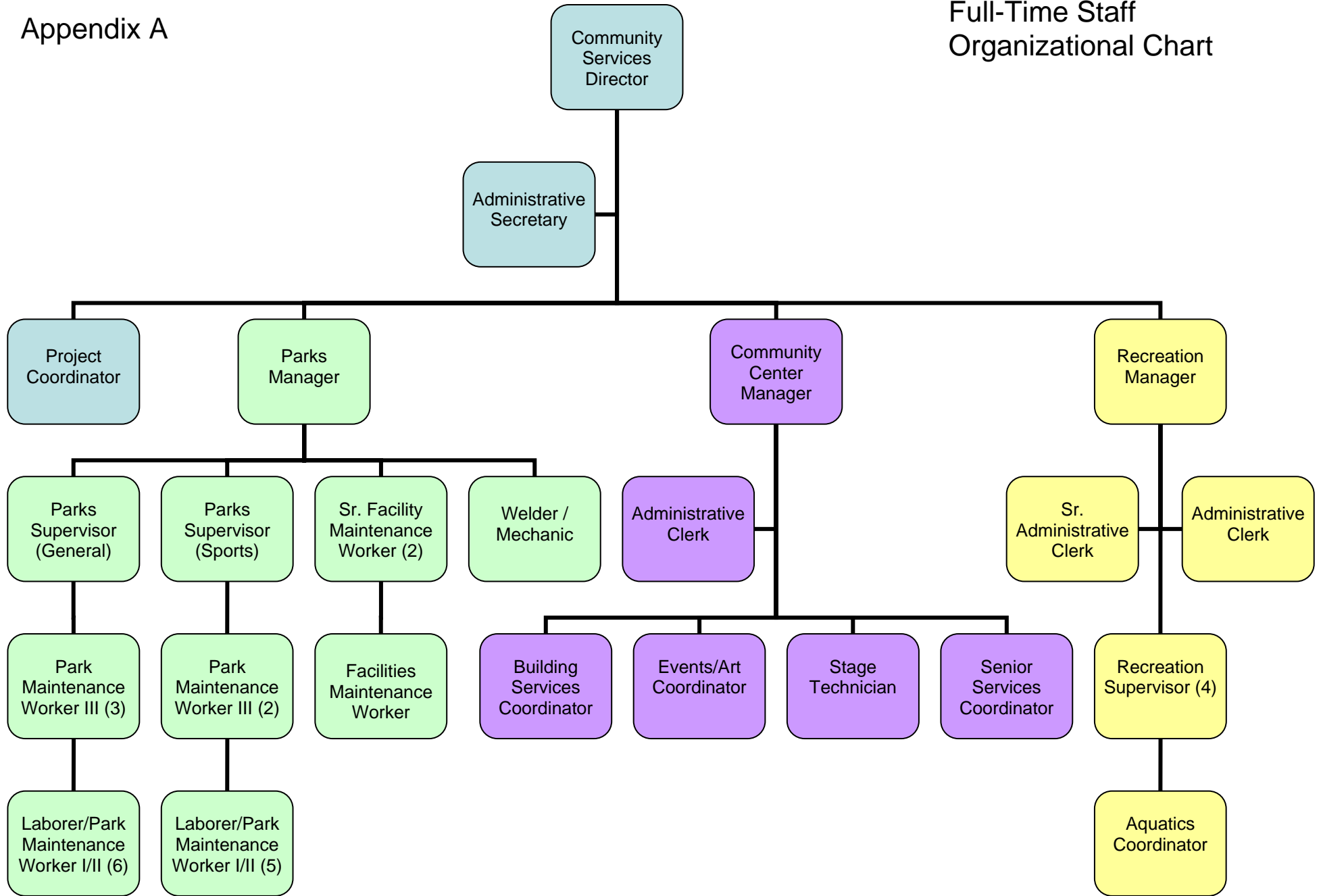
reassignment or position development, as well as process any potential reclassifications if necessary.




- **Program-budget development:** There will need to be an immediate shift to a program-based budgeting system in order to meet budget development deadlines for Fiscal Year 2008-09.
- **Additional Seats on the Recreation Commission:** Staff recommends that the Recreation Commission be expanded by two seats in order to accommodate the needs of a larger department and increase community participation in the process. This would not require an ordinance change and can be accomplished through City Council action.
- **Technical systems updates:** The Information Systems Division will need to help upgrade department software and hardware to accommodate expanded facility scheduling and program registration. This process is currently underway within the departments because both already recognize the need.

Issues Regarding the Continued Separation of Departments

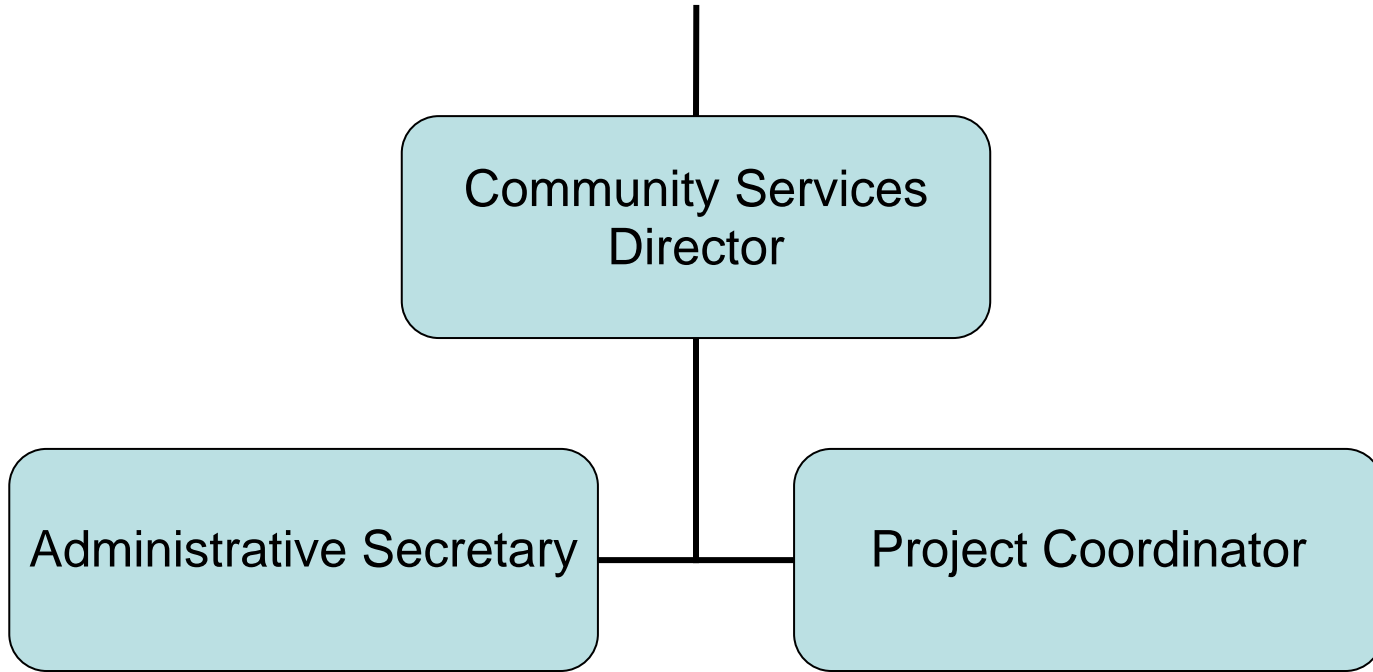
If the City Council prefers to keep the departments separate, a series of measures are needed to end some of the current overlaps. The following have been identified as items critical to maintaining the separate departments' viability:


- Define specific program goals for each department.
- Define specific program areas for each department.
- Create a process that would insure no overlap of services would occur in order to reduce head-to-head competition.
- Identify specific recreational programs that would need to be relocated to the arts program category (i.e. - all arts/music related programs to be housed at Hutchins Street Square).
- Identify major program components within Hutchins Street Square that may need to be returned to Recreation (i.e. – Camp Hutchins).
- A complete reorganization of the budgeting process for both operations from line item to program-based budgets.
- Donations that appear to infringe on another department will be reviewed by staff and forwarded for City Council approval in order to eliminate any cross-departmental conflicts. This will include such items as capital improvement projects, program funding, and naming rights.




- Full Time 
- Part Time 
- ½ Full Time 

Community Services Department



Full Time 

Part Time 

Community Center
Division

Community Center Manager

Administrative
Clerk

Admin Support Workers
(Box Office)
\$34,334

Building Services
Coordinator

Building Service Workers
\$34,181

Events/Art
Coordinator

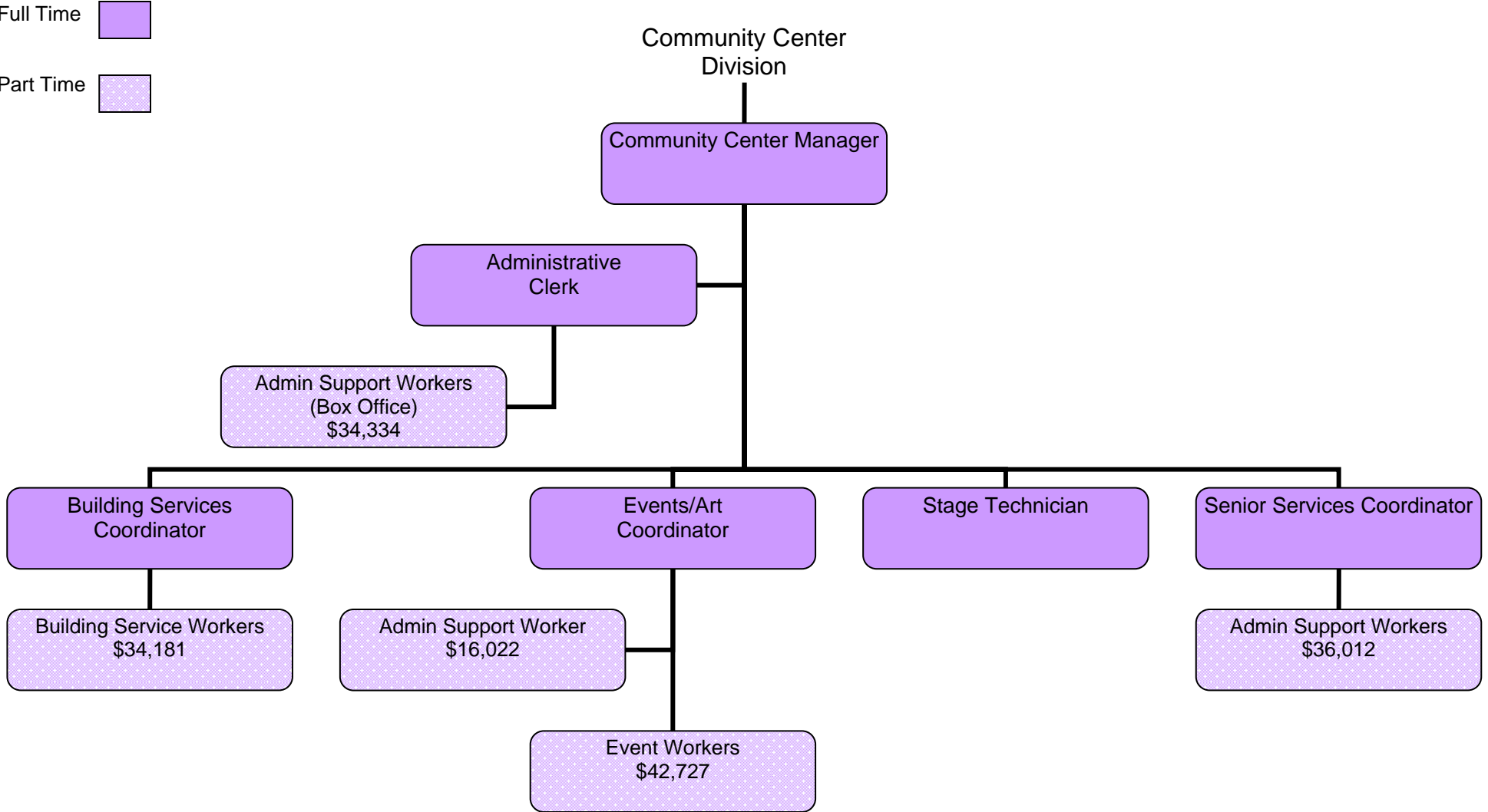
Admin Support Worker
\$16,022


Event Workers
\$42,727


Stage Technician

Senior Services Coordinator

Admin Support Workers
\$36,012



Full Time 

Part Time 

Parks Division

Parks Manager

Admin. Support Worker
\$13,100

Parks Supervisor
(General)

Parks Supervisor
(Sports)

Sr. Facilities
Worker
(Community Center)

Sr. Facilities
Worker
(Parks)

Welder/Mechanic

Park Maintenance
Worker III (3)

Park Maintenance
Worker III (2)

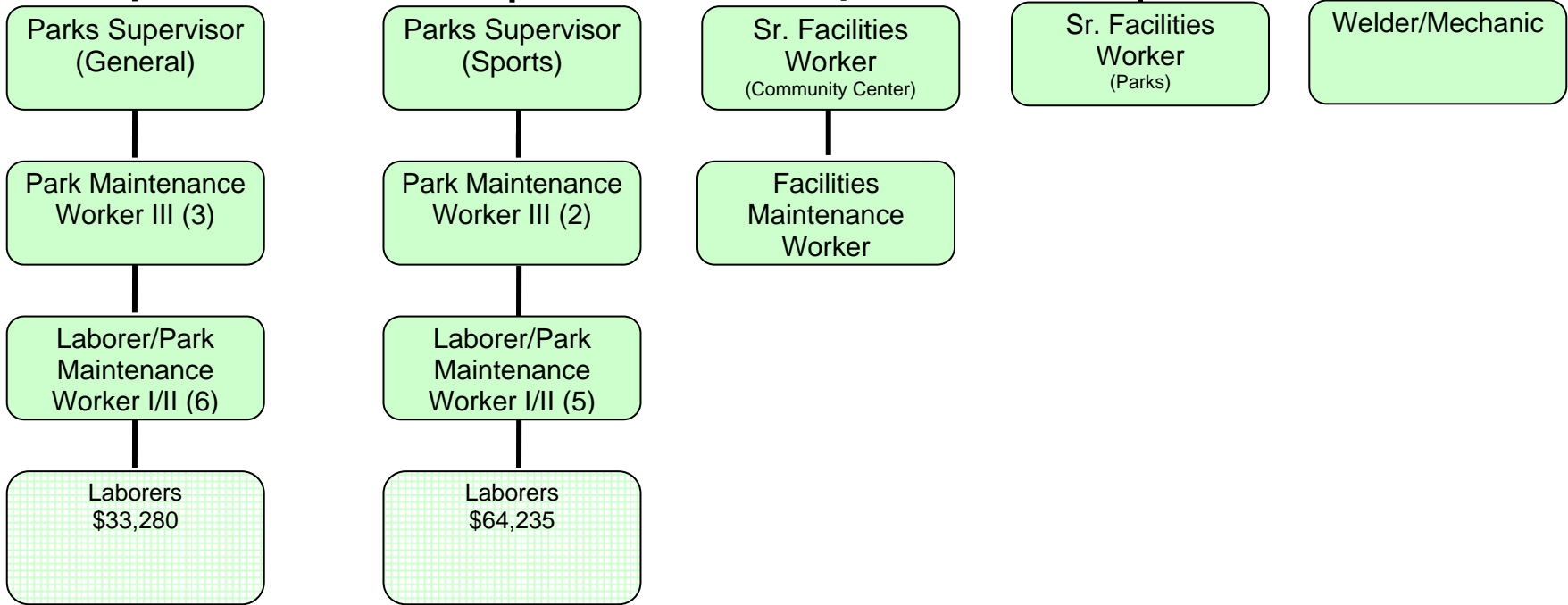
Facilities
Maintenance
Worker


Laborer/Park
Maintenance
Worker I/II (6)


Laborer/Park
Maintenance
Worker I/II (5)

Laborers
\$33,280

Laborers
\$64,235



Full Time 

Part Time 

Recreation
Division

Recreation
Manager

Admin. Support
Worker
\$16,022

Sr. Administrative
Clerk

Administrative
Clerk

Recreation
Supervisor
Classes

Recreation
Supervisor
Adult Sports *
Miscellaneous
Programs **

Recreation Supervisor
City Youth Sports *
Aquatics **

Recreation Supervisor
After School *
Summer Camp **
LUSD ASP ***

*
Officials
Scorekeepers
Coordinators
\$42,900

**
Rec. Specialist
LL Gate
Attendants
Docent
Coordinator
Park Attendants
Boat Tour Ops
\$57,665

Aquatics
Coordinator

*
Coordinators
Site Supervisors
Officials
\$54,315

**
Lifeguards
Instructors
Boat Attendants
\$116,030

*
Coordinator
Rec. Specialist
Rec. Leaders
\$134,820

**
Coordinator
Rec. Specialist
Rec. Leaders
\$31,170

Coordinator
Rec. Specialist
Rec. Leaders
\$395,310

Proposed Community Center/Parks and Recreation Merger
Full Time Staff

	<u>Proposed Staffing (FT)</u>		<u>2007/08 Cost</u>	<u>Additional Cost</u>	<u>TOTAL FT Staff</u>	<u>Business Unit</u>
Community Services Administration	Community Services Director (Reclass P&R Director)	1	\$ 167,460.00		\$ 167,460.00	360011
	Administrative Secretary	1	\$ 78,465.00		\$ 78,465.00	360011
	Parks Project Coordinator	1	\$ 104,145.00		\$ 104,145.00	360011
Community Center Division	Community Center Manager (New)	1		\$ 112,335.00	\$ 112,335.00	360101
	Administrative Clerk	1	\$ 73,320.00	\$ (17,320.00)	\$ 56,000.00	360101
	Building Services Coordinator	1	\$ 81,210.00		\$ 81,210.00	360103
	Senior Services Coordinator	1	\$ 87,002.00		\$ 87,002.00	360102
	Stage Technician	1	\$ 78,671.00		\$ 78,671.00	360104
	Arts/Events Coordinator (New)	1	\$ 72,427.00	\$ 16,548.00	\$ 88,975.00	360103
Recreation Division	Recreation Manager (New)	1		\$ 112,335.00	\$ 112,335.00	360201
	Recreation Supervisor	1	\$ 100,286.00		\$ 100,286.00	360201
	Recreation Supervisor	1	\$ 88,194.00		\$ 88,194.00	360201
	Recreation Supervisor	1	\$ 98,370.00		\$ 98,370.00	360207
	Recreation Supervisor	1	\$ 86,500.00		\$ 86,500.00	360206
	Aquatics Coordinator	1	\$ 73,501.00		\$ 73,501.00	360204
	Administrative Clerk	1	\$ 50,080.00		\$ 50,080.00	360201
	Sr. Administrative Clerk	1	\$ 67,405.00		\$ 67,405.00	360201
Parks Division	Parks Manager (Reclass Parks Superintendent)	1	\$ 124,540.00		\$ 124,540.00	360501
	Laborer/Park Maintenance Worker I/II	5	\$ 351,678.00		\$ 351,678.00	360502
	Laborer/Park Maintenance Worker I/II	6	\$ 403,869.00		\$ 403,869.00	360503
	Park Maintenance Worker III	2	\$ 157,753.00		\$ 157,753.00	360502
	Park Maintenance Worker III	3	\$ 213,182.00		\$ 213,182.00	360503
	Parks Supervisor	1	\$ 92,940.00		\$ 92,940.00	360502
	Parks Supervisor	1	\$ 96,365.00		\$ 96,365.00	360503
	Senior Facilities Maintenance Worker	1	\$ 85,916.00		\$ 85,916.00	360503
	Senior Facilities Maintenance Worker	1	\$ 78,021.00		\$ 78,021.00	360504
	Welder-Mechanic	1	\$ 86,160.00		\$ 86,160.00	360531
	Facilities Maintenance Worker	1	\$ 78,515.00		\$ 78,515.00	360504
	Savings due to reduction of Community Center Director			\$ (148,855.00)	\$ (148,855.00)	
	TOTALS for FT Staff	40	\$ 3,075,975.00	\$ 75,043.00	\$ 3,151,018.00	

Proposed Community Center/Parks and Recreation Merger
Part Time Staff

Part-time Staffing	Business Unit	2007/08 Budget	Proposed Staffing
Community Services Administration			
Community Center Division			
Admin Support Worker (Arts/Events Support)	360103	\$ 22,162.00	\$ 16,022.00
Event Staff (2) (Arts/Events Support)	360103	-	\$ 42,727.00
Building Service Workers (3) (Arts/Events Support)	360103	\$ 36,623.00	\$ 34,181.00
Admin Support Workers (3) (Box Office)	360104	\$ 21,357.00	\$ 34,334.00
Admin Support Workers (2) (Senior Center)	360102	\$ 20,000.00	\$ 36,012.00
Recreation Division			
Admin Support Worker (Admin/Front Office)	360201	\$ 11,162.00	\$ 16,022.00
Youth Sports (City Programs)	360202		\$ 30,815.00
Youth Sports (BOBS Programs)	360202	\$ 114,692.00	\$ 23,500.00
Adult Sports	360205	\$ 42,896.00	\$ 42,900.00
Miscellaneous Programs (LL Gate, Docents, etc.)	360203	\$ 57,665.00	\$ 57,665.00
Aquatics (Lifeguards/Inst./Boat Att)	360204	\$ 124,651.00	\$ 116,030.00
After School/Off Track Programs	360207	\$ 169,295.00	\$ 165,990.00
After School - LUSD Contract	360221	\$ 395,310.00	\$ 395,310.00
Parks Division			
Admin Support Worker (Admin/Front Office)	360501	\$ 13,098.00	\$ 13,100.00
Sports Maintenance	360502	\$ 64,232.00	\$ 64,235.00
General Parks Maintenance	360503	\$ 33,281.00	\$ 33,280.00
TOTAL		\$ 1,126,424.00	\$ 1,122,123.00
Savings			\$ 4,301.00

Proposed Community Center/Parks and Recreation Merger
Proposed Budgets

	100 Personnel	200 Utilities	300 Supplies	500 Equipment	600 Special Payments	700 Interfund Transfers	TOTAL
Proposed New 360 Fund							
Administration							
360011 Community Services Administration	\$ 359,730.00	\$ -	\$ 10,538.00	\$ -	\$ -	\$ -	\$ 370,268.00
Community Center Division							
360101 Community Center Administration	\$ 168,535.00	\$ 7,700.00	\$ 50,000.00	\$ -	\$ -	\$ -	\$ 226,235.00
360102 Senior Info & Referral	\$ 123,014.00	\$ -	\$ 5,629.00	\$ -	\$ -	\$ -	\$ 128,643.00
360103 Arts and Events	\$ 263,115.00	\$ -	\$ 13,042.00	\$ -	\$ 50,000.00	\$ -	\$ 326,157.00
360104 Performing Arts	\$ 113,005.00	\$ -	\$ 41,438.00	\$ -	\$ -	\$ -	\$ 154,443.00
Recreation Division							
360201 Recreation Administration	\$ 435,700.00	\$ 2,080.00	\$ 94,843.00	\$ 3,560.00	\$ -	\$ 12,040.00	\$ 548,223.00
360202 Youth Sports	\$ 54,315.00	\$ -	\$ 20,850.00	\$ -	\$ -	\$ -	\$ 75,165.00
360203 Misc Activities/Lodi Lake Programs	\$ 57,665.00	\$ 200.00	\$ 44,940.00	\$ -	\$ -	\$ -	\$ 102,805.00
360204 Aquatics	\$ 189,531.00	\$ 1,100.00	\$ 16,285.00	\$ -	\$ -	\$ -	\$ 206,916.00
360205 Adult Sports	\$ 42,900.00	\$ 200.00	\$ 8,800.00	\$ -	\$ -	\$ -	\$ 51,900.00
360206 Classes	\$ 86,500.00	\$ -	\$ 133,300.00	\$ -	\$ -	\$ -	\$ 219,800.00
360207 Child Care Activities	\$ 264,360.00	\$ 4,000.00	\$ 69,400.00	\$ -	\$ -	\$ -	\$ 337,760.00
360221 LUSD After School Programs	\$ 395,310.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 395,310.00
Parks Division							
360501 Parks Administration	\$ 137,640.00	\$ 1,000.00	\$ 10,000.00	\$ -	\$ -	\$ -	\$ 148,640.00
360502 Sports Maintenance	\$ 682,652.00	\$ -	\$ 110,173.00	\$ -	\$ -	\$ -	\$ 792,825.00
360503 General Park Maintenance	\$ 838,207.00	\$ 8,200.00	\$ 105,363.00	\$ -	\$ -	\$ -	\$ 951,770.00
360504 Community Center Maintenance	\$ 168,536.00	\$ 1,800.00	\$ 142,124.00	\$ -	\$ -	\$ 635.00	\$ 313,095.00
360531 Equipment Maintenance	\$ 87,607.00	\$ -	\$ 78,853.00	\$ 22,960.00	\$ -	\$ 68,840.00	\$ 258,260.00
360901 Parks/Rec Commission	\$ -	\$ -	\$ 315.00	\$ -	\$ -	\$ -	\$ 315.00
360902 Youth Commission	\$ -	\$ -	\$ 16,300.00	\$ -	\$ -	\$ -	\$ 16,300.00
360903 Senior Commission	\$ -	\$ -	\$ 750.00	\$ -	\$ -	\$ -	\$ 750.00
360904 Arts Commission	\$ -	\$ 300.00	\$ 800.00	\$ -	\$ -	\$ -	\$ 1,100.00
360905 Arts in Public Places Board	\$ -	\$ -	\$ 200.00	\$ -	\$ -	\$ -	\$ 200.00

Proposed Merger Budget (07/08 figures) \$ 4,468,322.00 \$ 26,580.00 \$ 973,943.00 \$ 26,520.00 \$ 50,000.00 \$ 81,515.00 \$ 5,626,880.00

2007-08 Adopted Budget

107011 Recreation Administration	\$ 750,402.00	\$ 2,080.00	\$ 94,843.00	\$ 3,560.00	\$ -	\$ 12,040.00	\$ 862,925.00
107012 P&R Commission			\$ 315.00				\$ 315.00
107021 Playgrounds	\$ 172,222.00	\$ 4,000.00	\$ 69,400.00				\$ 245,622.00
107022 Youth/Teen Sports	\$ 114,692.00		\$ 25,850.00				\$ 140,542.00
107023 Misc. In/Outdoor	\$ 2,054.00		\$ 7,650.00				\$ 9,704.00
107024 Aquatics	\$ 70,437.00	\$ 1,100.00	\$ 10,500.00				\$ 82,037.00
107025 Adult Sports	\$ 42,896.00	\$ 200.00	\$ 8,800.00				\$ 51,896.00
107027 Concessions	\$ 27,243.00						\$ 27,243.00
							\$ -
107511 Parks Administration	\$ 240,965.00	\$ 1,000.00	\$ 13,488.00				\$ 255,453.00
107521 Sports Facilities Maint.	\$ 681,562.00		\$ 110,173.00				\$ 791,735.00
107522 Lodi Lake Maint.	\$ 161,162.00		\$ 28,904.00				\$ 190,066.00
107523 Other Park Maint.	\$ 676,486.00	\$ 8,200.00	\$ 76,459.00				\$ 761,145.00
107528 Park Programs	\$ 77,266.00	\$ 200.00	\$ 37,290.00				\$ 114,756.00
107531 Equipment Maint.	\$ 87,606.00		\$ 78,853.00	\$ 22,960.00		\$ 68,840.00	\$ 258,259.00
							\$ -
108403 Community Center Admin	\$ 294,517.00	\$ 7,700.00	\$ 57,050.00				\$ 359,267.00
107013 Youth Commission	\$ 15,605.00		\$ 16,300.00				\$ 31,905.00
108027 Lodi Arts Commission		\$ 300.00	\$ 800.00				\$ 1,100.00
108029 Arts in Public Places Board			\$ 200.00				\$ 200.00
108041 Senior Citizen's Commish			\$ 750.00				\$ 750.00
108028 Arts and Culture	\$ 72,427.00		\$ 13,042.00		\$ 50,000.00		\$ 135,469.00
108026 Arts Specialty Classes	\$ 72,427.00		\$ 133,300.00				\$ 205,727.00
108043 Aquatics	\$ 118,571.00		\$ 5,785.00				\$ 124,356.00
108404 Performing Arts	\$ 100,394.00		\$ 41,438.00				\$ 141,832.00
108042 Senior Information & Referral	\$ 107,002.00		\$ 5,629.00				\$ 112,631.00
108525 HSS Maintenance	\$ 205,161.00	\$ 1,800.00	\$ 142,124.00			\$ 635.00	\$ 349,720.00

107035 LUSD After School Approved 07/07 \$ 395,310.00 \$ 395,310.00

TOTAL 2007/08 Approved Budget \$ 4,486,407.00 \$ 26,580.00 \$ 978,943.00 \$ 26,520.00 \$ 50,000.00 \$ 81,515.00 \$ 5,649,965.00

Decrease in budget \$ (23,085.00)

Proposed Community Center/Parks and Recreation Merger
Revenues

2007/08 Projected Revenues

Youth/Teen Sports	1001.6031	\$	141,000.00
Adult Sports	1001.6033	\$	60,785.00
Playgrounds	1001.6034	\$	332,500.00
Aquatics	1001.6036	\$	88,425.00
Misc. In/Out	1001.6038	\$	6,000.00
Youth Commission	1001.6039	\$	16,000.00
Lodi Lake Park	1001.6041	\$	95,000.00
Admin. Services	1001.6043	\$	750.00
Comm Ctr - Specialty	1001.6071	\$	130,000.00
Comm Ctr - Swimming	1001.6072	\$	95,500.00
Comm Ctr - Advertising	1001.6074	\$	3,600.00
Comm Ctr - Program	1001.6075	\$	325.00
PAC-Box Office	1001.6076	\$	120,000.00
Rent - P&R	1001.5362	\$	59,000.00
Rent - HSS	1001.5363	\$	200,000.00
LUSD After School Contract	-	\$	395,310.00
BOBS Reimbursement	1001.6037	\$	35,000.00
TOTAL		\$	1,779,195.00

Merger Account Set-up

Youth Sports	3601.6031
Youth Commission	3601.6039
Adult Sports	3601.6033
Child Care Activities	3601.6035
Aquatics	3601.6036
Instructional Classes	3601.6040
Community Programs/Misc	3601.6057
Box Office	3601.6076
Rentals	3601.5365
Administrative Services	3601.6061
LUSD Contract Services	3601.6063

Proposed Community Center/Parks and Recreation Merger
 "Golden Egg" General Fund Support

	General Fund Supported	Fee Based Supported
Community Services Administration		
Community Services Director	\$ 167,460.00	
Administrative Secretary	\$ 78,465.00	
Project Coordinator	\$ 104,145.00	
OT	\$ 9,660.00	
Supplies/Materials	\$ 10,538.00	
Community Center Division		
Community Center Admin		
Community Center Manager	\$ 112,335.00	
Admin Clerk	\$ 56,000.00	
OT	\$ 200.00	
Admin Utilities/Supplies/Materials	\$ 57,700.00	
Senior Info & Referral		
Senior Services Coordinator	\$ 87,002.00	
PT Admin Support Workers	\$ 36,012.00	
Senior Service Supplies/Materials	\$ 5,629.00	
Arts & Events		
Building Services Coordinator		\$ 81,210.00
Arts/Events Coordinator		\$ 88,975.00
PT Building Workers		\$ 34,181.00
PT Event Staff		\$ 42,727.00
PT Admin Support Workers		\$ 16,022.00
Arts/Events Supplies/Materials	\$ 50,000.00	\$ 13,042.00
Performing Arts		
Stage Technician		\$ 78,671.00
PT Support Workers - Box Office		\$ 34,334.00
Performing Arts Supplies/Materials		\$ 41,438.00
Recreation Division		
Recreation Administration		
Recreation Manager	\$ 112,335.00	
Sr. Admin Clerk	\$ 47,184.00	\$ 20,221.00
Admin Clerk	\$ 30,048.00	\$ 20,032.00
Recreation Supervisor (Youth, Aquatics)	\$ 88,194.00	
Recreation Supervisor (Adult/Misc)	\$ 100,286.00	
PT Admin Support Worker	\$ 8,011.00	\$ 8,011.00
OT	\$ 1,378.00	
Recreation Admin Supplies/Materials	\$ 46,923.00	\$ 65,600.00
Classes		
Recreation Supervisor	\$ 86,500.00	
Classes Supplies/Materials		\$ 133,300.00
Youth Sports		
PT Officials/Coordinators (City)		\$ 30,815.00
PT Officials/Coordinators (BOBS)		\$ 23,500.00
Youth Sports Supplies/Materials		\$ 20,850.00
Adult Sports		
Officials, Scorekeepers, Coordinators		\$ 42,900.00
Adult Sports Supplies/Materials		\$ 9,000.00
Miscellaneous Activities		

Proposed Community Center/Parks and Recreation Merger
"Golden Egg" General Fund Support

Docents, LL Gate, Coordinator		\$	57,665.00
Misc Activities Supplies/Materials		\$	45,140.00
Aquatics			
Aquatics Coordinator		\$	73,501.00
Lifeguards, Inst, Boat Att.		\$	116,030.00
Aquatics Supplies/Materials		\$	17,385.00
Child Care Activities			
Recreation Supervisor	\$	98,370.00	
Coordinator, Specialist, Leaders		\$	165,990.00
Child Care Act Supplies/Materials		\$	73,400.00
LUSD After School Programs			
		\$	395,310.00
TOTAL	\$	1,394,375.00	\$ 1,749,250.00

Parks Division

Parks Administration

Parks Manager	\$	124,540.00	
PT Admin Support Worker	\$	13,100.00	
Parks Admin Supplies/Materials	\$	11,000.00	
Sports Maintenance			
Park Supervisor	\$	92,940.00	
FT Maintenance Staff	\$	325,431.00	\$ 184,000.00
PT Maintenance Staff	\$	64,235.00	
OT Maintenance	\$	16,046.00	
Sports Maint. Supplies/Materials	\$	110,173.00	
General Park Maintenance			
Park Supervisor	\$	96,365.00	
FT Maintenance Staff	\$	702,967.00	
PT Maintenance Staff	\$	33,280.00	
OT Maintenance	\$	5,595.00	
General Maint. Supplies/Materials	\$	113,563.00	
Community Center Maintenance			
FT Maintenance Staff	\$	156,536.00	
OT Maintenance	\$	12,000.00	
Community Center Supplies/Materials	\$	144,559.00	
Equipment Maintenance			
Welder/Mechanic	\$	86,160.00	
OT	\$	1,447.00	
Equipment Maint. Supplies/Materials	\$	170,653.00	

Boards and Commissions

Parks/Rec Commission	\$	315.00	
Youth Commission	\$	16,300.00	
Senior Commission	\$	750.00	
Arts Commission	\$	1,100.00	
Arts in Public Places Board	\$	200.00	
TOTAL	\$	2,299,255.00	\$ 184,000.00

GRAND TOTAL \$ 3,693,630.00 \$ 1,933,250.00

Proposed Community Center/Parks and Recreation Merger
 "Golden Egg" General Fund Support

Summary:	<u>General Fund Supported</u>	<u>Fee Based Supported</u>
Recreational Programming	\$ 1,394,375.00	\$ 1,749,250.00
Maintenance	\$ 2,299,255.00	\$ 184,000.00
	<u>\$ 3,693,630.00</u>	<u>\$ 1,933,250.00</u>
Projected Revenues		\$ 1,744,195.00
Shortage in Revenue Producing Activities		\$ 189,055.00

Changes in General Fund Support	
2007-08 Adopted Budget	
Expenditures	\$ 5,649,965.00
Revenues	<u>\$ (1,779,195.00)</u>
2007-08 Net General Fund Support	\$ 3,870,770.00
Proposed Merger Budget	
Expenditures	\$ 5,626,880.00
Revenues	\$ (1,744,195.00)
Increase in Revenue Producing Activities	<u>\$ (189,055.00)</u>
Proposed Net General Fund Support	\$ 3,693,630.00
Net Savings on General Fund	\$ 177,140.00

WORK PLAN FOR COMBINED DEPARTMENTS - PARKS AND RECREATION/HUTCHINS STREET SQUARE COMMUNITY CENTER

GOAL ON OUTPUT	ACTIVITIES REQUIRED TO ACHIEVE GOAL	ASSIGNED TO POSITION	START	STOP	SPECIAL ASSISTANCE
Develop Work Plan for researching the potential combination of the Parks and Recreation Department and Hutchins Street Square Community Center	Identify deliverables and develop a timetable for data collection. Deliverables to be submitted to City Council no later than December 31, 2007	City Manager/Director - HSS Community Center	01-Jul-07	05-Sep-07	None
Submit work plan for discussion to the Parks and Recreation Commission and the Hutchins Street Square Foundation.	Set meetings with each governing body to review the work plan for comment and for changes. Develop a workgroup to oversee the process and assist with data collection and processing. Develop a SWOT analysis of the process.	City Manager/Director HSS Community Center/Interim Director of Parks and Recreation	07-Sep-07	18-Sep-07	Departmental staff to assist in coordinating meetings.
Submit work plan to the Lodi City Council for discussion and approval.	Submit to the City Clerk no later than September 7, 2007 for the September 19, 2007 council meeting.	City Manager/Director HSS Community Center	07-Sep-07	19-Sep-07	None
Discussion with Parks and Recreation Department and Hutchins Street Square staff regarding the process of combining departments.	Set meetings with staff from each department to collect data as it pertains to a potential combining of departments.	Director - HSS Community Center/Interim Director - Parks and Recreation Department	01-Oct-07	26-Oct-07	Departmental staff to assist in coordinating meetings.
Develop a Fiscal Model for a combined department.	Create a sample budget with core funding for recreation activities, base budget for maintenance and operation and a staffing plan.	Group Oversight: Budget and Finance/Human Resources	29-Oct-07	09-Nov-07	Financial Analyst - Budget and Finance/Manager - Human Resources

Develop a Service Improvement Plan	Identify service enhancements and improvements and/or identify potential inadvertent service reductions. Use City Survey results and user focus groups to collect data.	Group Oversight: Director - Hutchins Street Square Community Center/Interim Director - Parks and Recreation Department	29-Oct-07	09-Nov-07	Financial Analyst - Budget and Finance/Manager - Human Resources
Develop a Transition Plan	Identify space and office considerations, timeline, program management systems, and money handling.	Group Oversight: Director - Hutchins Street Square Community Center/Interim Director - Parks and Recreation Department	12-Nov-07	26-Nov-07	City Management Financial Analyst - Budget and Finance/Manager - Human Resources
Submit draft plan for review by the Parks and Recreation Commission and the Hutchins Street Square Foundation	Meet with each governing body to review findings and staff recommendations. Solicit any additional input.	City Manager/Director - HSS Community Center/Interim Director - Parks and Recreation Department	27-Nov-07	05-Dec-07	None
Submit report to City Clerk for consideration for the City Council Meeting of February 6, 2008	Finalize report by December 6, 2007 for submittal December 7, 2007.	City Manager/Director - HSS Community Center/Interim Director - Parks and Recreation Department	03-Jan-08	16-Jan-08	None

Key:

Completed 
 In Process 
 Not in Process 

Departmental Merger Report

Hutchins Street Square Community Center/
Parks and Recreation

February 26, 2008



Executive Summary

Staff directed May 30, 2007 to study potential benefits of combining Parks and Recreation with Hutchins Street Square Community Center.

Less than two months later, a scientific survey of Lodi residents revealed relative dissatisfaction with current recreational opportunities, services to youth and opportunities to attend cultural events.



Executive Summary (cont.)

Five-month study found that a merger would improve resident satisfaction by:

- Improving customer service

- Expanding recreational opportunities

- Improving long-term maintenance of park facilities and HSS

Financial benefit:

- Immediate annual savings of \$177,000



Conclusion

A merger will provide a higher level of service to the community for less cost.



Findings

Consolidation will:

- Reduce duplicate programs.
- Increase in marketing of programs, community offerings.
- Create a single registration process for all services will provide greater customer service.
- Updates to facility rentals/facility rental process will create better customer service.
- Create long-term savings via reorganization, attrition and program development.



Contributing Factors: Why are we looking at this?

- Budget Committee Report of 2007
- Management Structure Changes
- The National Citizen Survey



The National Citizen Survey

<i>Recreational Opportunities</i>	41
Safety in Parks – Day	77
Safety in Parks – Night	
Accessibility of Parks	67
Approved of Maintenance of Parks	66
City Parks (General)	64
<i>Services to Youth</i>	35
<i>Opportunities to attend Cultural Events</i>	46



Who did we talk to?

Governing Bodies and Interested Groups:

- The Hutchins Street Square Foundation
- Recreation Commission
- BOBS
- Parks and Recreation Staff
- Hutchins Street Square Staff
- Open Community Forum

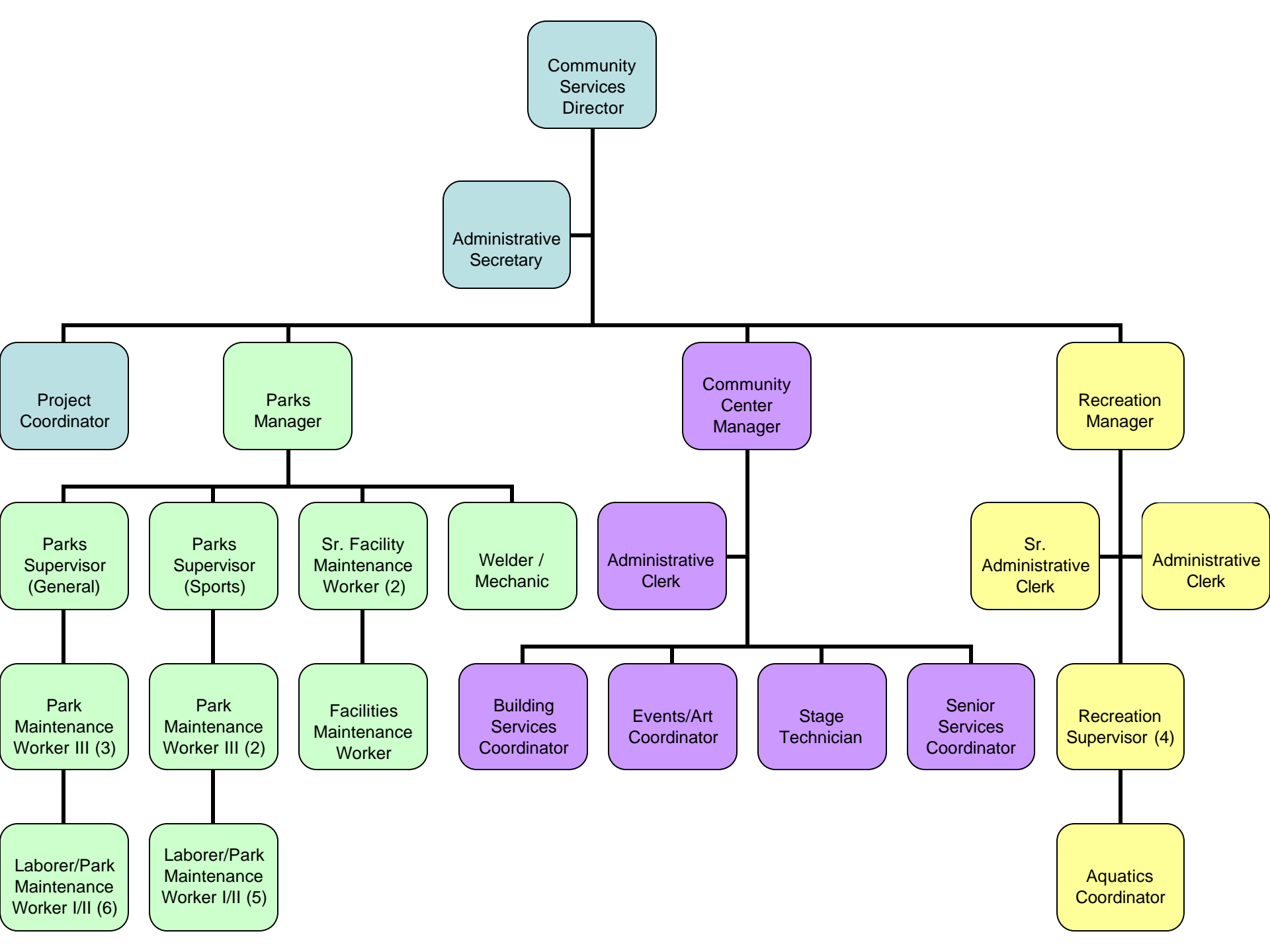


Work Product

The following items were developed during the research for this report:

- Work Plan
- Organizational Charts
- Budgets



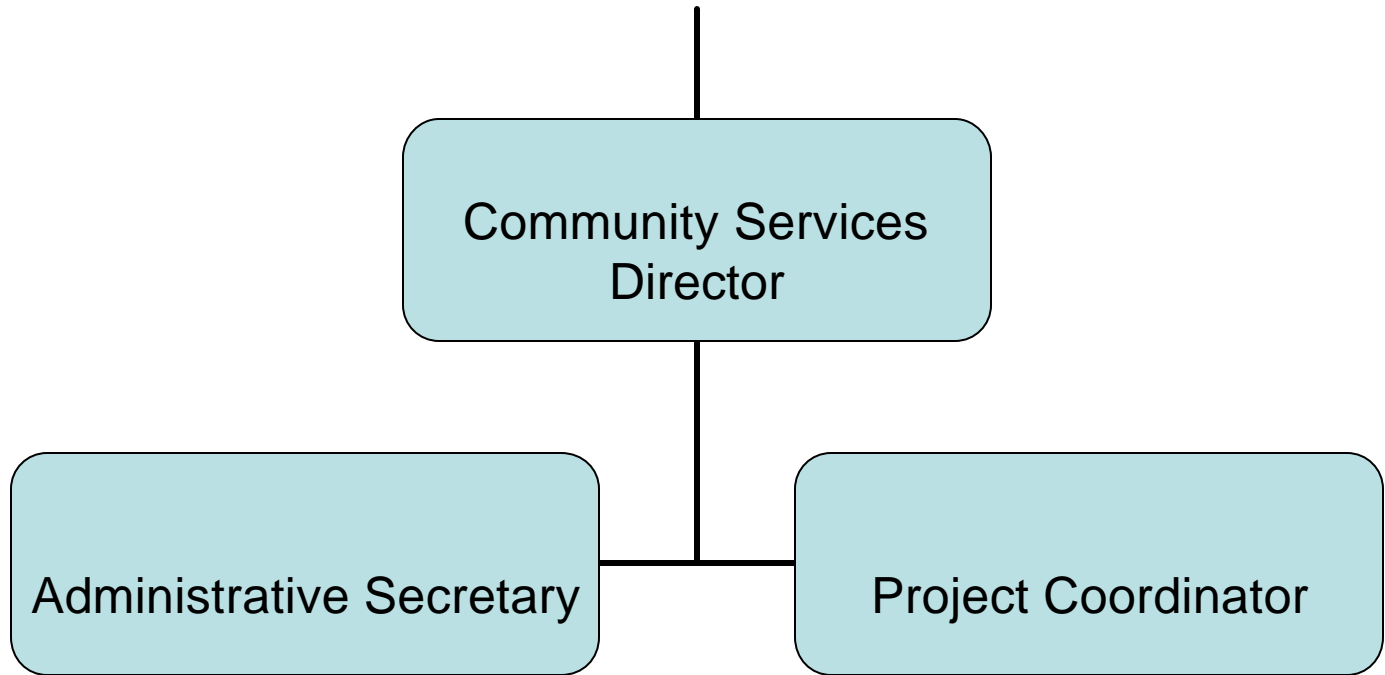


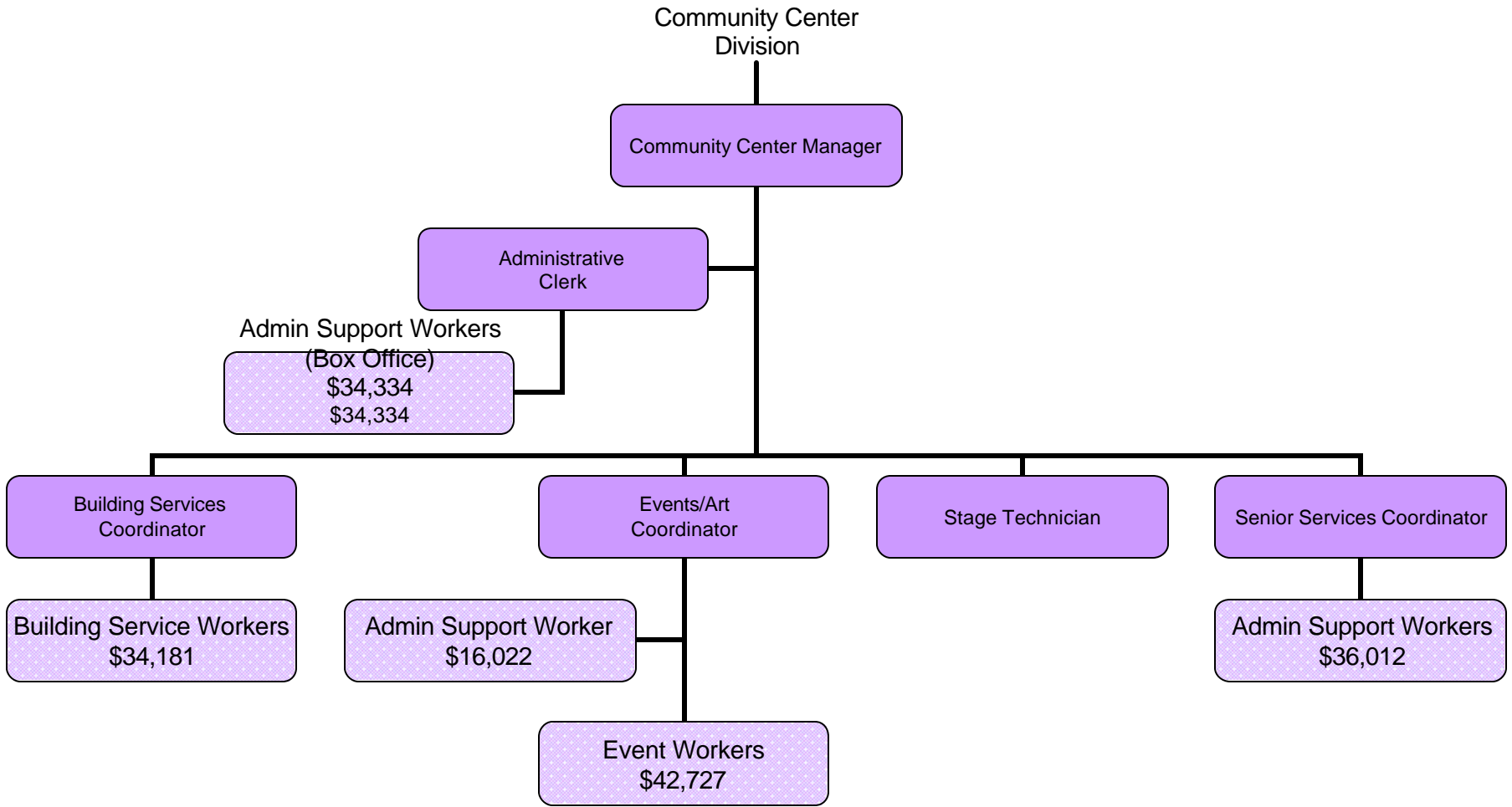
Community Services
Department

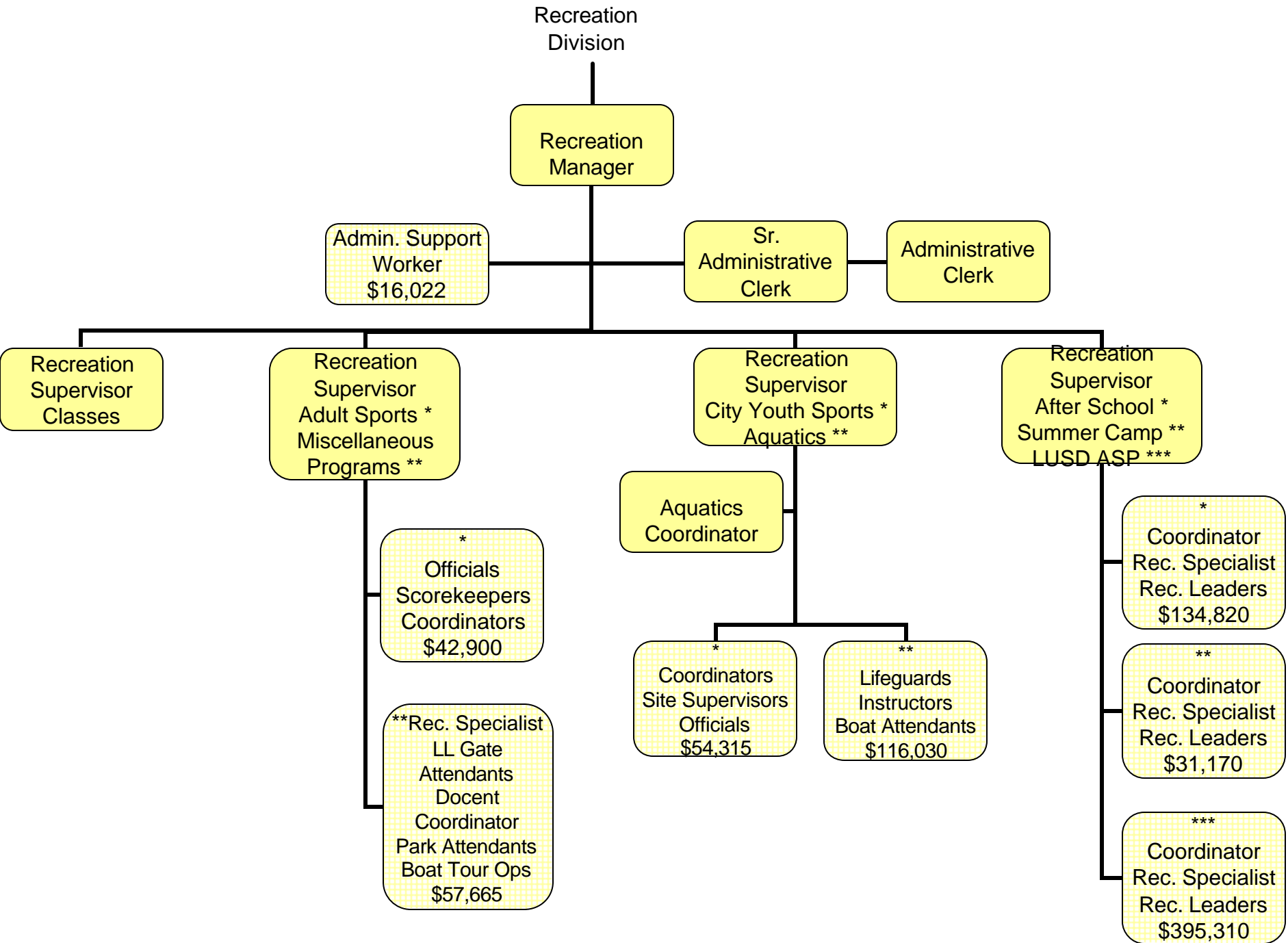
Community Services
Director

Administrative Secretary

Project Coordinator







Parks Division

Parks Manager

Admin. Support Worker
\$13,100

Parks Supervisor
(General)

Park Maintenance
Worker III (3)

Laborer/Park
Maintenance
Worker I/II (6)

Laborers
\$33,280

Parks Supervisor
(Sports)

Park Maintenance
Worker III (2)

Laborer/Park
Maintenance
Worker I/II (5)

Laborers
\$64,235

Sr. Facilities
Worker
(Community Center)

Facilities
Maintenance Worker

Sr. Facilities
Worker
(Parks)

Welder/Mechanic

Budgets

- Full Time Staff
- Part-Time Staff
- Proposed Operating
- Revenues
- Golden Egg



Transition Plan

- Locating potential office space outside of both current operations.
- Job assignments, new positions, and reclassifications.
- Program-budget development.
- Additional Seats on the Recreation Commission.
- Technical systems updates.



Continued Separation of Departments

- Define specific program goals/areas for each department.
- Create process to eliminate overlapping services.
- Identify specific recreational programs that would need to be relocated to the arts program category.
- Identify HSS programs to return to Recreation.
- A complete reorganization of the budgeting process for both operations from line item to program-based budgets.
- Policy for accepting donations.



Questions?

After over 25 years of separation and a couple of attempts to look at a potential combination...which were met with upheaval and consternation....I am sure someone has at least one question to ask.....

