

STAFFING ASSESSMENT

Introduction

Staffing is a significant topic which requires continuous study, discussion, analysis, and adjustment in order to meet the needs of the public and the staff. An essential note, when adding staff, recruit the best. Recruitment and retention of the top employees should be the goal for Little Rock Parks and Recreation (LRPR). It is important to check-in with staff periodically for their well-being and to ask for ideas on improving LRPR. A continuous improvement mode needs to be the norm for all staff members. Once hired, supervisors should encourage staff to receive additional certification to keep them involved in the learning process. An educated staff is the best for LRPR's future. Staff recently shared positive ideas for enhancing staff appreciation and recognition. It's important to review all staff comments and develop goals to support their input. Staff input will be invaluable in planning for LRPR's future.

Analysis Methods

METHOD 1

Comparable Agencies or Benchmark Agencies - Benchmarking is a process of using similar data points to measure one agency against another. There are national benchmarks for which items such as staffing can be compared to see if an individual agency is fully staffed or understaffed in full-time positions.

METHOD 2

The primary purpose of reorganizing staff is to improve services and streamline communication among staff members and between LRPR staff and the general public.

METHOD 3

Current LRPR Organization Charts were analyzed for alignment, balance of job duties, areas of expertise of staff members, and number of direct reports. Reorganizing current staff, recommending vacancy hires or reassignment of funds, and requesting additional staff members are a result of this analysis.

METHOD 4

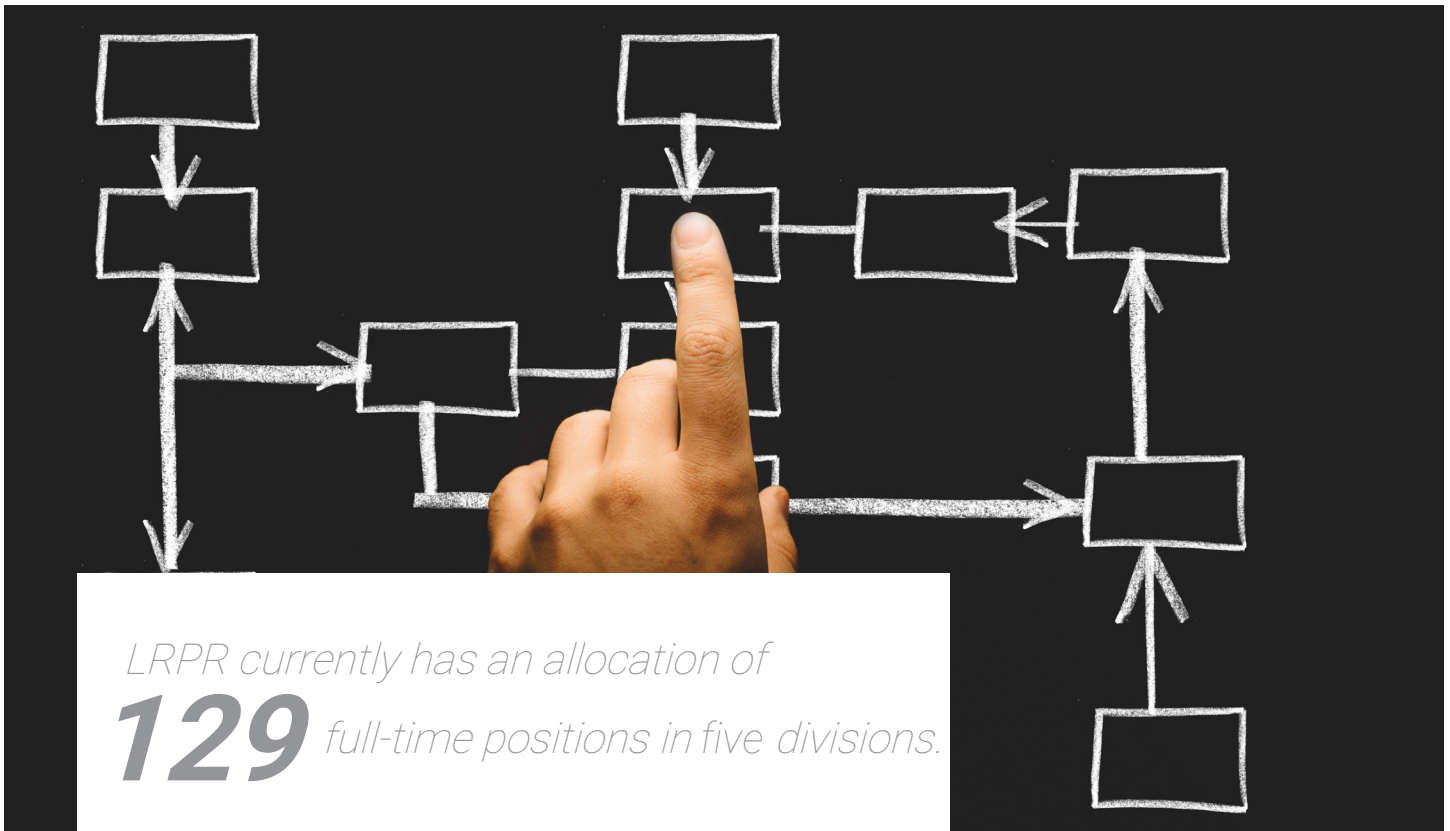
New Organization Charts have been created with recommended changes.

METHOD 5

LRPR Leadership staff met on May 23, 2018 for 2.5 hours to participate in a workshop. Staffing items for discussion included critical issues facing the department, challenges with maintenance and the management structure, top five facility needs in the system, discussions on best and least served user groups and partnership status and opportunities.

METHOD 6

A staff survey, *Envisioning the Future for LRPR – 2018 Staff Survey*, was created, completed, and analyzed. Recommendations from the survey will be included throughout the LRPR Master Plan. Overall, staff comments and suggestions were excellent and helpful in developing recommendations for LRPR.



Organization Structure and Staffing

The Director of LRPR reports to the City Manager and ultimately, to the Mayor and Board of Directors. Additionally, the Director works closely with the members of the Parks and Recreation Commission. The Parks and Recreation Commission has 11 members, with three-year terms of service. The purpose of each commissioner is: "To review, consult, and advise the City on matters concerning the operation and maintenance of the Parks and Recreation Department and on matters pertaining to the implementation of the Master Parks Plan, and significant issues involving or affecting these matters shall be referred to and considered by the Commission prior to consideration by the Little Rock City Board of Directors."

Source: <https://www.littlerock.gov/city-administration/city-boards-and-commissions/parks-and-recreation-commission/>

The Director has recently been hired to lead LRPR and is working to develop relationships with and between the Management Team leaders, as well as community leaders. Little Rock Parks and Recreation currently has an allocation of 129 full-time positions in five divisions with all Division Leaders reporting to the Director, as well as two additional direct reports:

- Administration Division
- Operations Division
- Recreation Programming Division
- Parks Design Division
- Marathon Division

(Source : City of Little Rock 2020 Annual Operating Budget)

Additionally, there are two other di-

rect reports to the Director:

- Marketing & Communication (Vacant)
- Volunteers

Source: 2018 LRPR Organization Charts

The Management Team meets regularly to plan, problem solve, coordinate, budget, and lead LRPR. The Marketing and Communications Coordinator position is currently vacant and needs to be a top priority for filling. The Volunteer Coordinator's position is filled as full-time position.

The Director has a high level of responsibility, not only to staff, but to the City Manager, Mayor, the Parks and Recreation Commission, plus the general public. Recommendations will follow to streamline all

divisions within LRPR for a tightly aligned system. Balancing the job responsibilities within each division, moving several positions to different divisions that seem more appropriate for the assigned job duties, and prioritizing the stated needs of LRPR will also be included in the recommendations. From the perspective of the LRPR staff, maintenance issues have become the number one priority for additional staffing in the area of *Parks and Facility Maintenance*. The number two priority for additional staffing is in the area of *Recreation Programs and Facility Management*.

To summarize, the Director currently has eight direct reports, who each have a wide variety of responsibilities in each division. For the purposes of reporting, each Division leader will be counted in their Division. Therefore, the Director (1 position), Parks Volunteer Coordinator (1 position), and Parks Marketing and Communication Coordinator (1 vacant position) will be collectively counted as a group:

Source: Envisioning the Future for LRPR – 2020 Staff Survey

Administration/Resources Division

The Administration/Resources Division is responsible for creating and maintaining the budget. Additionally, this division is in charge of Human Resources and the CAPRA Accreditation (Source: 2020 LRPR Resources Organization Chart). Positions include: Deputy Director of Parks, Special Programs Coordinator, Revenue Compliance Analyst, Administrative Assistant I, Resource Specialist, and Office Assistant III for a total of six positions, including the Deputy Director. The location of their offices is in the main part of the building, which is centrally located for easy access to the public.

Source: 2020 LRPR Organization Charts

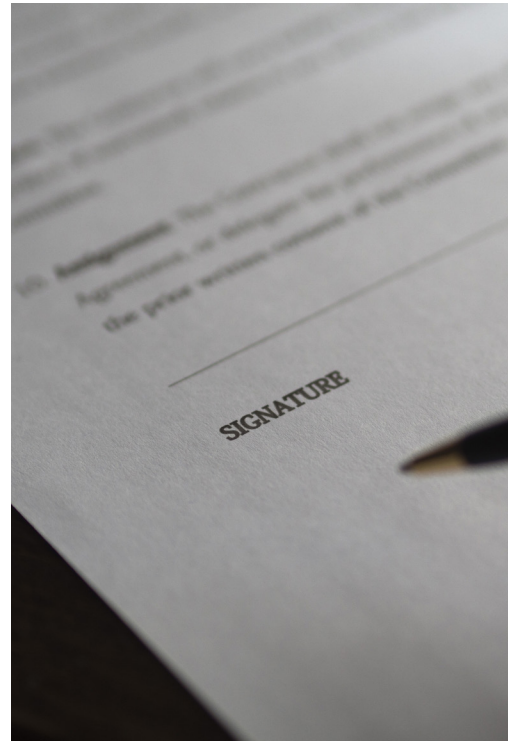
Operations Division

The Operations Division provides administrative, advisory, organizational, coordinating, maintenance, management of consultants and assessment tasks for Little Rock Parks and Recreation

Source: 2020 LRPR Operations Division Organization Chart

The Deputy Director of Operations (1 position) has responsibility for the following positions:

- Maintenance and Construction Manager (1 position): Performs preventative maintenance, building maintenance, and developmental services for LRPR. 3 full-time positions listed below report to this manager and include:
 - Construction and Development Coordinator – 1 (Coordinator) position for a total of 1 position
 - Maintenance Support Supervisor – 1 (Supervisor) + 2 positions + 1 vacant positions, for a total of 4 positions.
 - Construction and Development Supervisor – 1 (Supervisor) + 7 positions, for a total of 8 positions.



Administration / Resources Division

Total Full-Time Positions = 8

Total Full-Time Vacant Positions = 1

Summary Total of F-T Positions = 9

Operations Division

Total Full-Time Positions = 42

Total Full-Time Vacant Positions = 15

Summary Total of F-T Positions = 57



- Maintenance Manager (1 position): Maintains the landscaping, litter. Full-time positions listed below report to this manager:
 - Park Horticulturist – 1 position + Supervisor 1 reports to Park Horticulturist 1 position, for a total of 2 positions.
 - Reports to Supervisor 1 and maintains Riverfront Park, Bill Clark Wetlands, and Downtown Public Areas; 7 full-time positions + 1 vacant positions, for a total of 8 positions.
 - Parks Maintenance Superintendent (Vacant) (Mows and string trims 23 premier parks; maintains and installs the LRPR irrigation system and flowerbeds) – 16 positions and 7 vacant positions, for a total of 26 positions.
 - Urban Forester – 5 positions total.

Source: 2020 LRPR Organization Charts

Programming Recreation Division

The Recreation Division maintains and operates programming at LRPR's Community Centers and Sports Complexes.

Source: 2020 LRPR Recreation Division Organization Chart

Recreation Division

Total Full-Time Positions = 49

Total Full-Time Vacant Positions = 6

Summary Total of F-T Positions = 55

The Deputy Director of Recreation Services (1 position) supervises the following positions:

- MacArthur Museum Supervisor – 3 positions total.
- Therapeutic Recreation Supervisor – 3 positions total.
- Recreation Supervisor Senior Programs – 1 position total.
- Recreation Program Coordinator – 15 positions and 5 vacancies, for a total of 20 positions.
- Recreation Athletic and Playground Supervisor – 2 positions total.
- Jim Dailey Fitness and Aquatic Center – 7 positions and 1 vacancy for a total of 8 positions.
- Tennis – 2 positions total.
- Golf – 15 positions total.

Source: 2020 LRPR Organization Charts

Capital Development (Design)

The Design Division plans and directs the activities of the Design Division relative to the development of master plans and construction plans for park improvement projects and to ensure the design and construction of parks facilities are environmentally, aesthetically, and economically feasible (Source: 2018 LRPR Design Division Organization Chart). The Division leader is the Parks Design Manager (1 position) and supervises the following positions:

- Parks Planner II – 1 position total.
- Safety Coordinator – 1 position total.
- Construction Project Scheduler – 1 position total.

Source: 2020 LRPR Organization Charts

Other/Marathon Division

The Marathon Events Division operates and produces the Little Rock Marathon, Half Marathon, 10K, and 5K runs. Positions include: Little Rock Marathon Coordinators (2 positions), Marathon Assistant (1 position), and Marathon Security and Operations Assistant (1 position) for a total of 4 positions.

The total staff positions as shown in the 2020 LRPR operating budget are shown below in Table 4.1

Table 4.1 2020 LRPR Organization Charts - Full-Time/Vacant Positions

DIVISIONS	F-T POSITIONS	F-T VACANT POSITIONS	TOTAL F-T POSITIONS
Director's Division (Division leaders will be counted in each Division)	2	1	3
Resources/Administration Division	6	0	6
Operations Division	42	15	57
Recreation Division (Includes JD Fitness & Aquatics – 7 F-T)	49	6	55
Design Division	4	0	4
Marathon Division	4	0	4
Total F-T for LRPR	107	22	129

Source: 2020 LRPR Organization Charts

Capital Development

Total Full-Time Positions = 4
 Total Vacant Full-Time Positions = 0
 Summary Total of F-T Positions = 4

Other (Marathon Division)

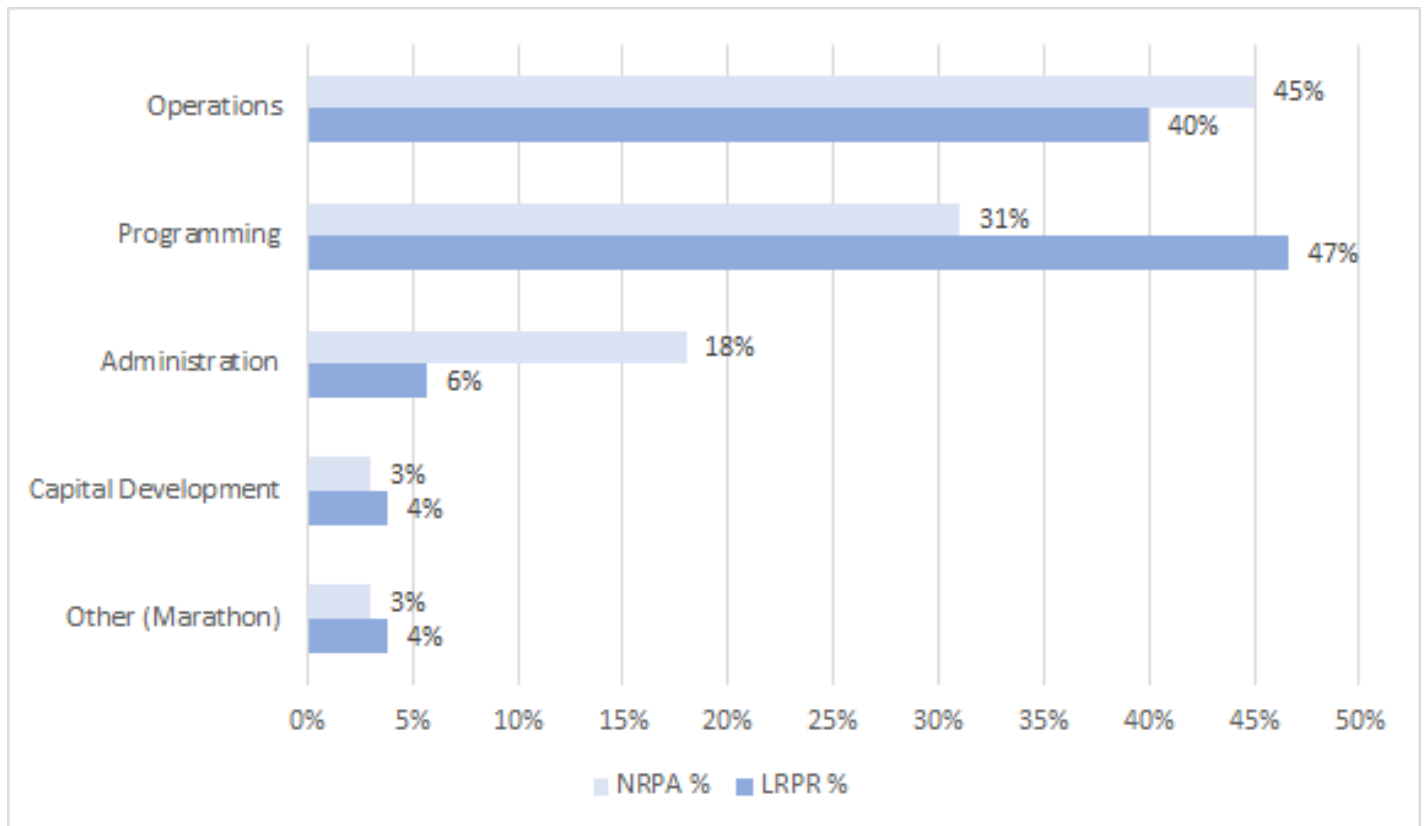
Total Full-Time Positions = 4
 Total Vacant Full-Time Positions = 0
 Summary Total of F-T Positions = 4





Staffing by division is detailed in the table below. When compared to NRPA national averages (Figure 4.1), LRPR is comparable with the exception of Operations, Programming and Administration Divisions. Programming exceeds national expectations in terms of staffing at 47% of the total Department. Conversely, the Operations and Administration Divisions are significantly less than reported NRPA averages.

Figure 4.1 Staffing Comparison to NRPA Benchmarks



Source: 2020 LRPR Organizational Charts and 2020 NRPA Park Metrics



LRPR Staffing of Full-Time Positions

Table 4.2 explains the number of full-time positions that have been adopted in the **City of Little Rock Annual Operating Budget**.

Table 4.2 City of Little Rock Annual Operating Budget FT Positions

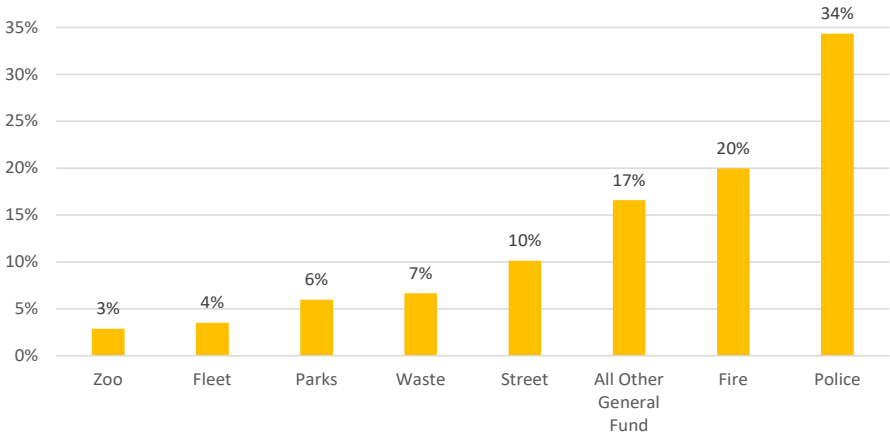
GENERAL FUND	2018 ADOPTED BUDGET	2019 ADOPTED BUDGET	2020 ADOPTED BUDGET
Parks & Recreation	128	129	106
Golf	21	20	15
Jim Dailey Fitness Center	9	8	8
Total FT Positions	158	157	129

Source: City of Little Rock 2020 Annual Operating Budget,

A comparison with other departments (Figure 4.2) within the *City of Little Rock 2020 Allocation of Full-Time Personnel* shows LRPR is 6% of the total allocation for Little Rock, equating to 6th in the ranking of all departments.

Figure 4.2 City of Little Rock FT Staff Allocation

2.



Source: City of Little Rock 2018 Annual Operating Budget, p. 124

Staffing Vacancies

Staffing for LRPR has remained flat or decreased for the past three years. Currently, there are **15 (based on Org charts)** vacant positions that are unfilled shown in Table 4.3 (Source: *2018 LRPR Organization Charts*). Although the budget for the vacancies is included in the *City of Little Rock 2018 Annual Operating Budget*, the positions remain unfilled and the budget remains with the City's Operating Funds. There are several key positions that are vacant that need to be filled with expediency. Specifically, The Parks Marketing and Communications Coordinator position, which is highly supported by the staff per the *Envisioning the Future for LRPR – 2018 Staff Survey*, ranking number one on their list of "Most Important Positions that Need to be Added to LRPR".

Staffing Effectively for Programs

Surveying the public on a regular basis about *Future Development of Parks and Facilities* and *Programming Needs* for LRPR is important for current functioning and future visioning. The public should be viewed and involved as a partner in the improvement process. Input is sought, gained, compiled, analyzed, and included in future planning for LRPR. When the public was surveyed at various times and locations in 2018 about *Future Development of Parks and Facilities*, the top ideas included:

- Develop Canoe/Kayak Water Trails
- Develop Urban Pocket Parks and Neighborhood Parks
- Develop Mountain Bike and Nature Trails
- Develop Greenways
- Develop Nature Centers
- Develop Health and Wellness Community Centers
- Provide Modern Aquatic Facilities
- Develop Modern Sports Field/Tournament Complexes
- Renovate/Improve Existing Facilities

Source: Little Rock Parks and Recreation – 2018 Pop-Up Surveys on Future Development and Facilities Compilation

The public was also surveyed about their interest in programming that will meet their interests and needs. The public rated their top choices for program offerings when they were surveyed at various times and locations in 2018 as follows:

- Nature programs
- Community special events (concerts, green markets, etc.)
- Adult fitness/wellness
- Movies in the park
- Teen programs
- Cooking classes
- Camps (summer/school break)
- Before and after school programs
- Outdoor dining
- Programs for people with disabilities
- Youth fitness/wellness
- Adult learn to swim
- Youth learn to swim
- GED/continuing education (degree, trade)

Source: Little Rock Parks and Recreation – Pop-up Surveys on Programming Compilation

For every new program that is added, additional staffing needs to be considered, unless a current program is being removed. All current programs need to be analyzed for attendance/participation rates and revenue generating ability. Following the completion of a recommendation to write consistent standards for creating new programs in LRPR, all programs should be analyzed for effectiveness. If programs do not meet the requirements of the newly written guidelines for programs, then staffing can be shifted to create new programs that fit within the parameters. Any future development of facilities, parks, or programming comes with additional staffing needs. "In order to attract and retain the most qualified people to serve their communities, park and recreation agencies must offer

competitive compensation-not just base salaries, but also the possibility of bonuses. In addition, potential employees also consider other benefits when choosing an employer, including healthcare, retirement plans and paid time off (vacation and sick days).”

Little Rock currently is the front runner in population growth for Arkansas, which is approximately 2%. “The area’s fastest-growing sector is retail, and the city is developing an entrepreneurial culture that is expected to bring in more young college graduates.” The median age in Little Rock is 35.9, with 52.13% being female and 47.87% being male. LRPR needs to study the current demographics of the public and plan new facilities and programs to meet those requested needs. Newly hired staff should be able to work well with the public and be trained and well-versed in technology to ensure that LRPR is current, progressive, and moving forward.

Source: www.worldpopulationreview.com

Staff Benchmarking

The number of employees per 10,000 residents is a standard benchmark comparison. NRPA Park Metrics national benchmarking database indicates that the median FTE employees for parks and recreation departments nationwide is 7.3 as shown in Table 4.3. For local governments with population of 100,000 to 250,000 or more the median is 7.2 and the benchmark for the top 25% of agencies serving populations of 100,000 to 250,000 is 12.8 employees. Little Rock Parks and Recreation accounts for 6.46 employees per 10,000 residents based on the current filled positions. This places Little Rock below the median benchmark nationally and well behind the top 25% agencies of similar size. The comparison benchmark communities of Springfield-Greene County, MO, Grand Prairie, TX, and Mobile, AL are above the Little Rock benchmark while Knoxville is considerably lower. The Knoxville staffing numbers do not represent the golf course maintenance workers as the city has a contract with a private vendor to operate golf course operations. If golf staff was included, Knoxville would likely be more in line with the Little Rock benchmark.

Table 4.4 Staffing Comparison to Benchmark Communities

DEPARTMENT	TOTAL FT EMPLOYEES	POPULATION	Employees/10k Persons
Little Rock, AR	129	199,500	6.46
Springfield-Greene County, MO	209	251,478	8.31
Grand Prairie, TX	246	193,837	12.69
Mobile, AL	152	191,926	7.92
Knoxville, TN	73	188,325	3.88
Overall National Benchmark			7.3
100k to 250k Agency Benchmark Median			7.2
100k to 250k Agency Benchmark Top 25%			12.8

Source: www.worldpopulationreview.com, for Little Rock, AR; Springfield-Greene County, MO; Grand Prairie, TX; Mobile, AL; and Knoxville, TN

Going forward, the department will need additional staff to keep pace with new facility development. The department should also look at staffing recommendations in this plan and where positions are eliminated, use these budgeted funds to expand programming and maintenance operations with the department.

Riverfront Park

With the continued development of Riverfront Park, water programs are being requested as a high priority from the public. Kayaking/canoing is currently provided by a private vendor located in the River Market Building. Their focus is currently on Arkansas River, but the belief is that they might consider expanding to Fourche Creek, too, as a venue. Riverfront operations is currently responsible for not only 33 acres (two acres of planting beds and twenty acres of lawn and impervious surfaces making up the balance) in Riverfront Park, but also Bill Clark Wetland (nine acres wetland, boardwalk and two pavilions); Clinton Island (a little more of ten acres sandbar and soft trail); Main Street (rain gardens and bioswales); and surrounding River Market District that needs mowing and trimmed for aesthetics (six acres). Current operations structure is eight full-time and four part-time staff. Consider outsourcing mowing for at least one third of the current mowing schedule for LRPR. Then, those staff members could be transferred to higher priority maintenance needs across LRPR.

Develop a procedure that defines and sets expectations for identifying, reporting and responding to emergency, quick response and safety repairs, general repairs and routine maintenance concerns. The procedure should include the communication protocol for identifying, reporting and follow-up and defines the roles and expectations.





Funding Concerns Affecting Staffing

At a time when LRPR maintenance issues are mounting, per the *Envisioning the Future for LRPR – 2018 Staff Survey*, and the funding from the City of Little Rock is flat, it appears that LRPR continues to struggle with meeting the needs of the public and staff with decaying facilities, increasing maintenance problems, flight to other cities for athletic competitions, and an overall sense of frustration from the public and staff:

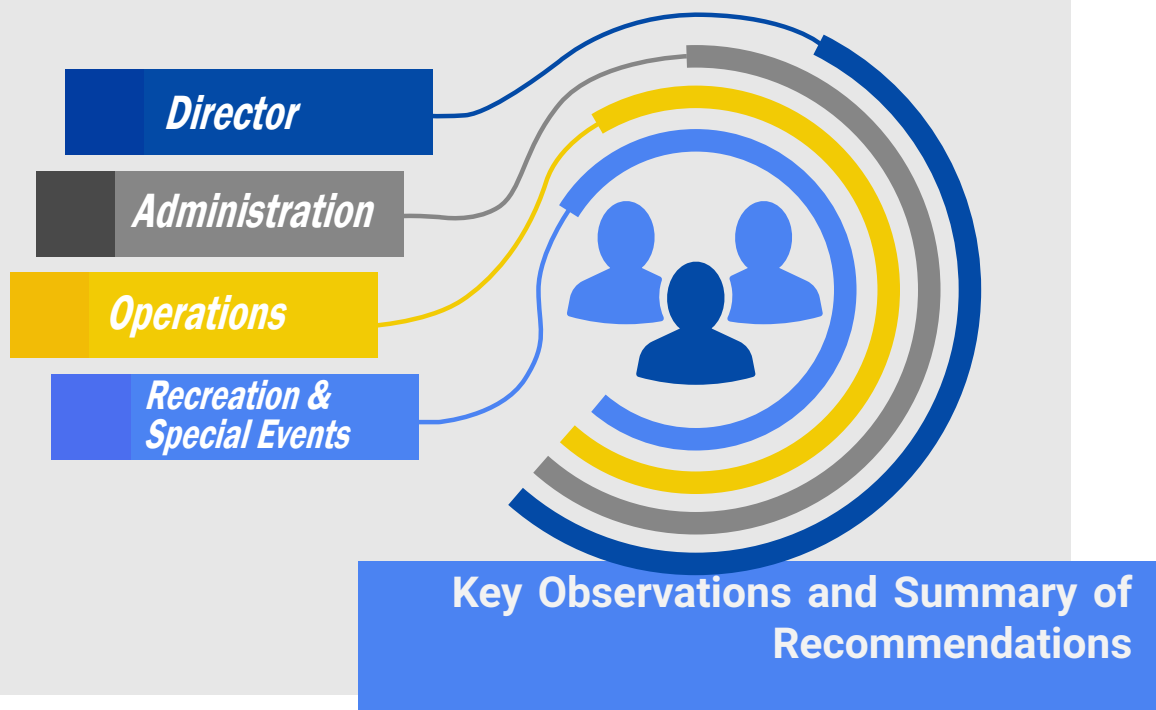
- 2020 Adopted Budget for Parks and Recreation is \$9,994,977 (reduction of 6.63%),
- Golf is \$1,532,166 (reduction of 28.4%),
- Jim Dailey Fitness and Aquatic Center is \$886,292 (increase of 3.5%), and
- River Market is \$1,356,920 (increase of .9%)

All LRPR staff need to become more focused on programs that are revenue generating, along with considering the input of the public. Surveying the staff and the public on a regular basis assists in keeping LRPR on the trajectory of meeting the goals and objectives of the department. A few key vacancies need to be filled, and the funding for other vacancies could be shifted to the Operating Budget to fund the highest priority items deemed important by LRPR.



Leadership Succession Planning

LRPR has several long-term employees throughout the organization, including some in key management positions. As these employees reach retirement over the next several years, there will be an increasing drain of institutional knowledge. The department needs to capture the knowledge of the long-term employees in management plans and the development of policies and create a leadership plan. The plan includes the identification of staff with potential for promotion and the provision of additional targeted training to develop new leaders. Opportunities should be provided for staff to see professional certifications and attend relevant conferences.



- **Director** - Recommend quarterly reviews by the Director and selected staff from the Management Team of all priority maintenance issues to ensure appropriate budgets and staff time are properly allocated.
- **Director** - Vacant positions need to be reviewed, posted, or reassigned to a different division. There are numerous vacancies that either need to be filled or take the budget allotted for those positions and move it to where the highest priority costs are located (examples include - maintenance, upgrading facilities, resurfacing parking lots, and many other areas).
- **Director** - Organization (Org) Charts should be readable and used for alignment to the agency's mission, vision, and goals. Org Charts should be layered and should connect, from one page to the next. For LRPR, the recommendation is to make the Org Charts easier to follow and read. Having to use a magnifying glass to determine all posi-

tions that are filled and vacant, makes this Org Chart not user friendly. An additional recommendation is to include contact information for each division leader.

- **Director** - There are several options for contracting/hiring a grant writer: 1) Hire a grant writer on a restricted contract that requires the person to fund their salary through acquired grants, 2) Hire a grant writer as a consultant with a suggested hourly wage of between \$25-\$100, depending on their experience, or 3) Hire a full-time grant writer (through the shifting of F-T vacant positions), at an average base salary of \$61,108 to \$76,604, plus benefits. It is recommended if you decide on the F-T grant writer, that they receive a yearly contract, based on the grant funding they can generate.
- **Director** - For all divisions, the Director should study past evaluations of all Management Team Members, then, meet

individually with each one to review their submitted, measurable goals and objectives for their division. Recommend having Management Team leaders tie the submission of all division goals and objectives to the budgeting process. All budget requests should be based on goals and objectives for that division and should not be approved for moving forward in the budget, unless they are aligned to results.

- **Director** - Following the analysis of each administrative position for alignment, fill the Parks Marketing and Communications Coordinator position. This position is pivotal to the success of LRPR. In the Envisioning the Future for LRPR – 2018 Staff Survey, there is strong support for filling this position. There are many responsibilities that are not being addressed due to the absence of a person in that position. The website needs immediate attention and social media needs to be utilized to promote current events, and

to tell the positive story about LRPR.

- **Director and Administration** - Each Management Team member should analyze all job descriptions for people under their leadership. Revise any outdated or unclear job descriptions throughout LRPR and City of Little Rock Human Resources.
- **Administration** - City of LR 2018 Annual Operating Budget (p. 247) - LRPR needs an employee recognition program. Consider reviewing the success of the Fire Department's 2018 Department Goal-"Annual Employee Recognition Program". Review the 103 suggestions from staff on "Question #9 - Offer two suggestions for enhancing staff appreciation/recognition" from the Envisioning the Future for LRPR - 2018 Staff Survey. Create a cross section group of staff members to hone the suggestions into an action plan for how LRPR can offer recognition and support for all staff members.
- **Administration** - Organization Charts for LRPR need to be revised, summarized, and publicized. Citizens need to understand how the organization functions and who to contact with questions and/or concerns.
- **Administration** - Seek a meeting with a local technical

school, whereby LRPR can recruit students to train for mowing and with the approval of the college, they can use their experience for class credit. LRPR would cover the students for insurance and liability.

- **Administration** - Analyze each administrative position for job responsibilities, aligning each position to the goals and objectives of LRPR. Level and number of responsibilities for each position should be balanced.
- **Administration** - Align the following LRPR documents: 1) Parks Personnel Allocation to Programs-Percentages, and 2) LRPR Organization Charts.
- **Administration** - (Volunteer Coordinator reassigned to Administration) - With so many current employees being, "Home Grown", a "Mentorship Program" should be established with younger, full-time staff members. Encourage college/university students to continue working for LRPR by assigning an experienced mentor to guide and encourage them.
- **Operations and Administration** - A high priority is to analyze the positions of the maintenance staff, how they receive work orders and closure rates, the lines of communication, and who they report to on a regular basis. Reorganizing

maintenance staff and streamlining the work completion process should assist in clearing the backlog of maintenance requests. Work with local tech schools and the University of Arkansas-Little Rock to have interns work with experienced maintenance workers on simpler projects (in the beginning). Then, as the interns gain experience and confidence, hire them into the LRPR summer intern positions. Have the Senior Maintenance Leaders create teams, set goals for decreasing the backlog of requests and reward their efforts with something they select from a newly created list of suggestions from staff on recognition/rewards.

- **Operations** - In the City of Little Rock 2018 Annual Operating Budget Book, p. 227, Percentage of Active Projects Managed Monthly is low from 44% in 2016 to 56% in 2018 and Total Projects Completed Annually has improved from 18 in 2016 to 55 in 2018. The positions associated with Maintenance (Worker, Worker-Senior, Superintendent, Supervisor, Leader, Manager) appear to be spread across 10/14 Divisional Organization Charts. An analysis of the time it takes for a work order to be completed, from entry to completion, needs to be conducted. The chain of communication between and by maintenance



staff, between the numerous divisions involved, needs to be mapped out with the ultimate goal of being a well-organized and effective team.

- **Operations** - Continue to monitor the progress of the revised mowing plan that has been implemented in the last year. Consider outsourcing 1/3 of the mowing and add a weather clause to the contract, in case of excessive or lack of rain that would significantly minimize the number of mow cycles a contractor would be required to complete.
- **Operations** - Maintenance workers were transferred to Riverfront 10 years ago to help with the project. Now that the project appears to be running effectively, reassign the maintenance workers to complete the large backlog of maintenance and preventative maintenance across LRPR.
- **Recreation and Special Events (new position)** A thorough analysis of the Recreation staffing needs to be reviewed with the comparable agencies. An example is to review the number of programs offered in relation to the number of staff serving in recreation. Recreation Staff are typically the front line staff for working with the public and can be LRPR's most positive

advocates.

- **Recreation and Special Events (new position)** Consider rate of pay and percentage of fees for class instructors. SGCPB offers 25%/75% and Benton offers 40%/60%. At Jim Dailey Fitness and Aquatic Center, instructors are paid \$16.29, with a competitor paying \$25 per hour.
- **Recreation and Special Events (new position)** Need to fill the Aquatic Director's position immediately. An Aquatics Director should be highly knowledgeable about pool safety and maintenance issues.
- **Recreation and Special Events (new position)** Pool safety is the most important factor in working with children, families, and water. Aquatics safety issues need to be addressed; adequate staffing needs to occur to administer swimming tests for all swimmers, and drain covers need to meet code standards. Safety is always a critical factor when making budgeting decisions.
- **Recreation and Special Events (new position)** - Use a successful model for training future lifeguards. (SGCPB Boot Camp Training for Lifeguards flier will be included in the References Book).

Help newly hired lifeguards that there is a progressive future for them in Aquatics: Lifeguard, Head Lifeguard, Assistant Pool Manager, Pool Manager, Assistant Aquatics Director, and Aquatics Director.

- **Recreation and Special Events (new position)** - Allow lifeguards at each pool facility to assist in covering duties at all pools. There is a shortage in trained lifeguards, which is a safety issue. LRPR should set a maximum number of hours for a lifeguard to work, but allow them to help pools that do not have adequate coverage.
- **Recreation and Special Events (new position)** - Continue to recruit for lifeguards and other P-T employee positions through the Summer Intern Program. Also, continue recruiting from swim teams. During the monthly/quarterly meeting between the appointed LRPR school-park liaison and the LRSD liaison, discuss the plan for recruiting high school students to be hired by LRPR. These students would be trained by the Red Cross, be employed by LRPR as lifeguards, and receive Summer School class credit if approved by LRSD. Seek a partnership to help fund competitive salaries for lifeguards.

Reorganization Recommendations for Staffing

Purpose: *To reorganize LRPR staff to improve services and streamline communication among staff members and between LRPR staff and the community.*

Director will have Five Direct Reports:

- Deputy Director of Administration;
- Deputy Director of Operations (will be renamed to Deputy Director of General Operations and Planning);
- Deputy Director of Recreation and Special Events (NEW position TBD);
- Parks Marketing and Communication Coordinator (currently vacant; needs to be filled immediately).

Other Positions Previously on the Director's Management Team will be Reassigned to Different Division Leaders:

- Move Parks Golf and Tennis Manager under the Recreation Division;
- Move Parks Design Manager position under the newly renamed Deputy Director of General Operations and Planning;
- Move Parks Volunteer Coordinator under the Deputy Director of Administration; and
- Move Marathon Coordinators under the NEW Deputy Director of Recreation and Special Events (TBD).

Other Position Changes:

- Move Safety Coordinator under the Deputy Director of Administration;
- Move the position of Construction Project Scheduler from the planning area under the management of Parks Construction & Development Coordinator who is under the Deputy Director of General Operations and Planning);
- Move (3) Parks Maintenance Worker positions and (1) vacant position) from the Riverfront Park area to the management area under the Parks Maintenance Manager. This move will add 120 hours of full-time maintenance to the area of Maintenance, Landscape, and Urban Division;
- Move (3) Parks Maintenance Worker positions from the Parks mowing crew to management under Maintenance Supervisor I. Important Note: When moving the (3) positions, contract out their mowing duties to outside vendors. This move will add 120 hours of full-time maintenance to the area of Operations, Improvement, and Development Division; and
- Move the position of Parks Planner II with Parks Design Manager, who is under the supervision of the Deputy Director of General Operations and Planning.

NEW Positions to be Added:

- Create a NEW position of "Aquatics Coordinator" to manage indoor and outdoor aquatic programs and facilities. The NEW Aquatics Coordinator will manage the current positions of Supervisor of Aquatics and Assistant Supervisor of Aquatics;
- Add (2) NEW PGA teaching professionals to all city operated golf courses; and
- Add (2) NEW PTR and PTA teaching professionals for the Rebsamen Tennis Center.

Options for Consideration:

- Consider moving (4) positions of Maintenance/Custodial Support in the Community Centers to areas of park maintenance. The Community Center custodial Service could be outsourced contractually to a private vendor.
- Part-time and seasonal positions will fluctuate, depending on the number and size of programs offered on an annual basis. These positions will be hosted in recreation, maintenance and with various special event assignments.
- Add (NEW) full-time positions as NEW park facilities are developed. Part-time and seasonal positions will also need to be added, depending on additional NEW facility operation hours and program offerings at the newly created facilities.