



CITY OF LODI

COUNCIL COMMUNICATION

AGENDA TITLE: Proposed Parks and Recreation Reorganization

MEETING DATE: August 8, 2000

PREPARED BY: City Manager

RECOMMENDED ACTION: That Council approve contract services with Overstreet and Associates to assist in facilitating a Parks and Recreation reorganization and authorize City Manager to contract Mr. Jack Harrison as the Interim Parks and Recreation Director effective August 28, 2000.

BACKGROUND INFORMATION: Ron Williamson, Parks and Recreation Director has announced his retirement after 35 years of service with the City of Lodi. With his announcement came an opportunity to evaluate the Director's position and those activities that fell under his direction. Over the years, it has become apparent that there are many functions within Parks and Recreation, Hutchins Street Square, and Public Works that overlap and, in some instances, duplicate themselves. The aquatics program offered by Hutchins Street Square is an example of a program that is also offered by Parks and Recreation. Another example is the design, planning, construction and maintenance of facilities, which is currently being done by both Public Works and Parks and Recreation.

After discussions with Mr. Williamson, he noted that he was familiar with a consultant, Bob Overstreet of Overstreet and Associates, whom he had the highest regard for his experience in parks and recreation. Mr. Williamson subsequently contacted Mr. Overstreet to ascertain Mr. Overstreet's availability and interest in assisting the City in a reorganization study.

Staff members, including Deputy City Manager Janet Keeter, Community Center Director Charlene Lange, Public Works Director Richard Prima, Management Analyst Janet Hamilton, Human Resources Director Joanne Narloch, Mr. Williamson, and I met with Mr. Overstreet to discuss his experience and his approach to reorganizations. Following the meeting, staff concurred that Mr. Overstreet would be an excellent advisor to assist the City in making a final recommendation regarding a reorganization and in assisting in the actual transition of activities and programs.

Mr. Overstreet will be tasked with finding an Interim Parks and Recreation Director and with conducting an evaluation of current functions within the Parks and Recreation Department and other Departments with regard to a reorganization. Upon completion of the evaluation, Mr. Overstreet will prepare a final report and recommendation for Council action. It is anticipated that the final report will be provided to the City Manager by November 22, 2000 (See attached proposal). Mr. Overstreet's fee for service will be \$11,000 plus \$500 for each City Council and other group presentations in addition to any direct expenses incurred while conducting the study.

Mr. Jack V. Harrison will be hired on a contract basis to act as the Interim Parks and Recreation Director. A copy of his resume is attached for your information. Mr. Harrison will be responsible for:

- > Supervising the day-to-day operation of the Department
- > Representing the interests of the Parks and Recreation Department in discussions on reorganization
- > Assisting the City prepare applications for funding Parks and Recreation programs under Prop. 12 and Prop. 13

APPROVED: _____

H. Dixon Flynn -- City Manager

CITY OF LODI

COUNCIL COMMUNICATION

FUNDING: Contingency Fund

Respectfully,



H. Dixon Flynn
City Manager

Attachments

cc: Parks and Recreation Commission
Old Lodi Union School Site Foundation

APPROVED: _____
H. Dixon Flynn -- City Manager

AUG 03 2000

OVERSTREET & ASSOCIATES 425 Camino Cielo, Rescue CA 95672
phone (530) 676-4464 e-mail OstAssoc@aol.com fax (530) 676-4474

August 1, 2000

H. Dixon Flynn, City Manager
City of Lodi
221 West Pine Street, P.O. Box 3006
Lodi, CA 95241-1910

Re: Professional Services Proposal

This Proposal is amended to reflect the direction given at the meeting of July 31, 2000.

The Proposal is intended to meet your requirements for: recruitment and placement of an interim Director for the Department of Parks and Recreation to manage Department functions from September 1 to December 31, 2000; assessment and evaluation of reorganization options as they may effect the departments of Parks and Recreation, Community Center and Public Works; assistance in the smooth reorganization of selected operating functions; development of consensus among chief stakeholders in the effected departments; facilitating communication with the advisory and partner organizations supporting the departments' programs; management coaching and assistance for managers of the reorganized Department.

An additional service option is proposed for the recruitment and selection of managers for new positions that might be created as a result of the reorganization. Decisions on the need for and actual scope of such a service is to be determined at a later date.

The scope and schedule of work presented constitutes the desired services and products as understood by Overstreet & Associates. The proposed schedule is intended to generally indicate preferred timelines. The fee is proposed based on this Scope and Schedule. Modifications may require amendment to the fee.

Assignment

Bob Overstreet, President of OVERSTREET & ASSOCIATES will be the Principal Consultant for the Project.

It is proposed that the City provide staff liaison from those Departments required to be involved and/or having oversight responsibility on all or parts of the Project.

Qualifications and Experience

OVERSTREET & ASSOCIATES is a multi-disciplinary management firm specializing in providing services to cities, counties and special districts, particularly in the resource related areas of community development, parks, open space, recreation, and community services.

The Principal to be assigned to this project is Bob Overstreet, the President of the firm. He is a recognized leader in the Resources, Parks, Recreation and Community Services field with over 30 years of successes in local government, including the development of human resources for agencies and facilitating the creation, enhancement and success of quality organizations.

Scope and Schedule

The Scope of Service reflects an aggressive process to meet the desired time frame, while ensuring that the final recommendations will reflect the best solutions available.

The proposed elements and time frame for the Project are:

1. Interim Director Recruitment and Placement in the City Manager's Office, by Sept. 1, 2000
2. Develop an understanding of the issues and expectations and propose strategic process solutions, by August 4, 2000
3. Presenting to Management, Council and advisory groups, as needed
4. Stakeholder Identification/Interviews initiated by August 18, 2000
5. Departments Review/Issues Identification initiated by Sept. 1, 2000
6. Parks and Recreation Department Management, Sept. 1 to December 31, 2000
7. Stakeholder Issues Report to the City Manager, by September 15, 2000
8. Amend Issues Solution Strategies, as needed
9. Analyze Service Delivery and Reorganization Options of Effected Departments, by November 1, 2000
10. Draft Reorganization Recommendations to the City Manager, by November 17, 2000
11. Final Recommendations to the City Manager, by November 22, 2000.

New Management Positions Recruitment and Selection Option (all work to start in January of 2001):

1. Develop an understanding of the expectations of Administration, for the management positions
2. Assist H.R. in the initial notification process and material
3. Assist H.R. in the develop of new job descriptions
4. Initiate focused recruitment
5. Submit applicant screening approaches and determine the preferred method
6. Develop material and logistics for screening/assessment process, as needed
7. Conduct initial background check to confirm application information
8. Submit final proposed candidate list
9. Conduct interview/assessment center
10. Conduct employment background checks
11. Recommend top candidates

Fees for Service

It is proposed that there be two contracts for services.

The first contract will be with Overstreet and Associates for the general management and delivery of the proposed Project elements. The fee for this proposed scope of professional

services is \$11,000.00 plus \$500 for each City Council and Advisory Group presentation required, plus any direct expenses incurred.

The second contract will be entered into directly with the selected Interim Director. The Interim Director will report to the City Manager. It is proposed that the fee for this service will equal the top step of the base salary for the Director of Parks and Recreation. The individual recruited will agree to a minimum 4 days a week work schedule, plus evening meetings as required.

Fees for subsequent recruitment and selection of executive and management positions will be based on the actual scope of desired services and the role of City Departments in the process. Upon determination of the desired service, Overstreet & Associates will work with the City staff to develop the most effective process for the City.

Thank you again for the opportunity to assist the City of Lodi. I look forward to working with you.

Sincerely,

A handwritten signature in black ink, appearing to read "Bob Overstreet", written in a cursive style.

Bob Overstreet,
President

JACK V HARRISON

10:15

PROFILE

Mr. Harrison has extensive professional experience in public parks and recreation management. He has served as the Director of Parks and Recreation for the City of Tustin (pop. 60,000) as the Chief Deputy Director for California State Parks, and Executive Director of the California Park and Recreation Society. Because of his knowledge and credibility in the park and recreation industry, he has provided consulting services to many cities, counties, and special districts in California.

WORK HISTORY

Recreation Supervisor – Southeast Recreation & Park District (1961)
Director of Parks and Recreation – City of Tustin (1969)
Chief of Acquisition & Development – California State Parks (1976)
Executive Director – California Parks and Recreation Society (1983)
Chief Deputy Director – California State Parks (1987)
Assistant Director – California Department of Social Services (1992) (retired 4/2000)

Part time:

Instructor, Park and Recreation Management, CSU-Sacramento (1992-present)
President, Harrison & Associates Park Management Consultants (1992-present)

EDUCATION

B.A. Parks and Recreation – CSU Long Beach
M.A. Public Administration – Golden Gate University

PERSONAL

Age – 58 Married – 37 years Health – Excellent Hobbies – Running, Biking, Golf

JACK V HARRISON

Consultative services for the following cities:

Davis
Woodland
Martinez
San Jose
Oroville
Marysville
Lake Elsinore
Antioch
Tracy

Professional References

Bob Thomas, City Manager – City of Sacramento (916) 264-5704
Dick Watenpaugh, City manager – City of Lake Elsinore (909) 674-3124
Ron Molendyk, City Manager – City of Perris (909) 943-6100
Steve Gray, Chair, Recreation & Parks – CSU Sacramento (916) 278-6858
Henry Agonia, Director, Parks & Recreation – City of Woodland (530) 661-5880

Parks Maintenance & Public Works Areas of Common Responsibility

Presently Public Works provides some Parks support:

- **Most vehicle maintenance/procurement**
- **Capital Project implementation**
 - **Funding through Impact Fees**
 - **Grant procurement**
 - **Design development assistance**
 - **Construction Administration**
- **Tree maintenance**
- **Specialized services**
 - **Parking lot maintenance**
 - **Water quality monitoring**
 - **Graffiti Abatement**

Areas of potential efficiency:

- **Vehicle maintenance**
- **Design support/integration**
- **Contracted maintenance**
- **Building maintenance (including HSS)**
- **Pool chlorination systems maintenance**
- **Waste removal/recycling**
- **Future corporation yard**

1. Why are you interested in “reorganizing” Parks and Recreation ? Has there been a public outcry from the citizens of Lodi that the current organizational system is not meeting their demands ?
2. If this desire to merge Parks and Recreation with Hutchins Street Square has not come from the Community itself because of unhappiness with the Parks & Recreation Department, where has this idea originated from ?
3. Has the person or persons that wants to merge Parks & Recreation with Hutchins Street Square been involved in the operations of Parks and Recreation as a paid city employee working in the Parks and Recreation Department ? Works in some other area of City Government? Or a volunteer coach or administrator with the Booster’s of Boys and Girls Organization ? An unhappy parent of a youth player in some sport ? An unhappy adult participant in Lodi Adult Sports Programs ?
4. Who has been involved with the operations of the Parks & Recreation Department that thinks a reorganization and merger with Hutchins Street Square is a “Good Idea” whose time has come ? What are the benefits or this “idea” ? And who benefits from this “idea” ?
5. Who wants to get involved and change the “chemistry” and Espirt de Corps that exists between the Parks and Recreation Department and the Lodi Boosters of Boys and Girls Sports and their hundreds if not thousands of volunteers that work in the various youth sports programs ?

6. The Parks Division works extremely well with the Recreation Division of Lodi Parks & Recreation, they are all at the same site and are a “team” providing outdoor facilities and playing fields for youth and adult sports at a level of service and cost that is unheard of in the other communities of similar size and ethnic make up in Central and Northern California. (I know of no community of any size in Central and Northern California that provides the level service to its citizens at the high level that Lodi does) I observe the two groups working together on virtually a daily basis as I am in and out of the Lodi Recreation Department an average of 4 or more times per week on a year around basis in my capacity as a “volunteer” worker for youth sports in Lodi.
7. Why would someone want to merge two organizations that are both heavily depended on “volunteer” help that the volunteers that work for each organization are for the most part totally dissimilar in their interests. The community members that have a “keen” interest in youth and adult sports in Lodi are not very likely to be big supporters of Hutchins Street Square and vice versa. There may be a small percentage of people that “cross-over” but the “heavy duty” workers in each of these two areas are “poles apart” in what they wish to commit their “extra time” to. What will the ramifications of these diverse groups be when it is “budget time” at City Hall and “their program” needs funds at the expense of the “other” program in their “Group” ?
8. Is there some reason that Hutchins Street Square needs to be merged with some other department? If so, why ? If not then why is there any reason to merge the two operations that are totally separate in their purposes and the people that use the services of each operation ? This would be a marriage of “Water and Oil”. Neither operation would have the “take charge” type of individual running the department that should be running either

Hutchins Street Square or Lodi Parks and Recreation. No administrator worth “his or her salt” would put themselves in the position of not being “in charge” of the department that they have committed their life to getting educated to perform in their chosen field and worked the many years in their chosen field of endeavor to become the “Head of the Department” whereby they can put their ideas and experiences to their ultimate challenge.

9. It makes no difference how other cities operate their city government. Lodi does not need to do something “Just because City “A” does it”. Lodi needs to do what is right for the citizens of Lodi and changing the organizational make up Lodi Parks and Recreation is not in the best interest of the citizens of Lodi.

10. I defy anyone on the City Staff or the City Council to name a city in the State of California that has a Parks and Recreation Department that functions any better than the existing Lodi Parks and Recreation Department. Let’s not waste anymore time or money on this ridiculous concept that has been brought forth by someone that is evidently unfamiliar with how Parks and Recreational Systems work in our state and especially how the Lodi Parks & Recreation System works. Are the citizens of Lodi unhappy with the current system and how it operates ? I would hope that the Lodi City Staff and the City Council realize that they have many more extremely more serious issues to deal with and correct in Lodi than this ill-conceived idea to re-organize the Lodi Parks and Recreation Department.

“If it ain’t broke ? Why are we fixing it ?

Bob Asklof
1107 Lake Home Drive, Lodi, Ca. 95242
(209)333-1131

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