

STAFFING AND OPERATIONS  
PLAN FOR THE WEST  
HOLLYWOOD PARK AQUATICS  
AND RECREATION CENTER

CITY OF WEST HOLLYWOOD

APRIL 21, 2021



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# *EXECUTIVE SUMMARY*



Citygate Associates, LLC, (Citygate) is pleased to present to the City of West Hollywood (City) this Phase 1 Staffing and Operations Plan for the City of West Hollywood Park Aquatics and Recreation Center (ARC) facility. This report includes recommendations that will inform and assist the City in its preparations to open the ARC facility once construction is completed and to support its ongoing operations. Citygate presents this executive summary of its recommendations to help ready the City to successfully open the ARC facility in fall 2021 and begin providing exceptional recreational, community, and social services at the state-of-the-art facility.

The focus of Phase 1 is to evaluate the staffing and personnel requirements, to provide a high-level financial assessment related to the ARC facility's operation, to support the development of a scholarship program, and to assess the potential contractual agreements needed to support the ARC facility's operation. In addition, Phase 1 includes the assessment of the facility management staffing requirements and contractual services agreements for the adjacent City-managed facilities

to identify potential operational efficiencies that may be achieved. Citygate developed a Work Plan to collect relevant data by interviewing staff and consultants, reviewing applicable documents, and performing additional research. Specifically, Citygate:

- ◆ Developed a Work Plan with four tasks, task objectives and subtasks, and key milestones and deliverables to address the City's requested scope of work.
- ◆ Conducted three project orientation meetings attended by 12 department heads and managers and 63 Facility and Recreation Services Department (FRS) staff members.
- ◆ Interviewed 35 staff members and three of the City consultants from the CBRE|Heery consulting firm via video conference. In addition, Citygate conducted several follow-up telephone discussions.
- ◆ Reviewed hundreds of pages of City-supplied electronic documents; drawings; and web pages relating to the project, the building design, layout, and specifications; the FRS Department's existing operational service contracts; organizational policies and procedures; preliminary financial proformas, including revenue and expense projections; job descriptions and classifications; training and development schedules; work plans; schedules; and prior studies.
- ◆ Performed initial, high-level inquiries through employee and consultant interviews of the City's security and emergency services plans for the ARC facility. The evaluation of these interviews will be further reviewed in future analyses.

*Clearly, the City and the community's significant and sustained effort to redevelop this site over the past 25 years will result in this facility becoming an award-winning flagship for the City of West Hollywood.*

The Citygate team evaluated the FRS Department's existing staffing levels and classification categories, the type and sufficiency of the Department's contract service agreements, and the level of engagement and involvement from other key City departments that have a pivotal role in the success of the ARC facility's opening and operation. Citygate applied its knowledge of best practices in the industry and information from other cities, such as Beverly Hills; Pasadena; Glendale; Santa Monica; Burbank; and Reno, Nevada.

## **GENERAL THEMES**

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Citygate's Project Team was pleased to see the enthusiasm surrounding the ARC facility. Clearly, the City and the community's significant and sustained effort to redevelop this site over the past 25 years will result in this facility becoming an award-winning flagship for the City of West Hollywood. The City remained undeterred, and with remarkable determination and financial investment in the facility and park improvements, the community will complete a state-of-the-art aquatics and recreation center planned for fall 2021.

Citygate was also impressed to observe the high level of respect shared between FRS Department staff peers within the Department and by other City staff with whom they work on a regular basis. In addition, it was well evident that the Recreation Services Division and Facilities & Field Services (FFS) Division staff work well together and have a high level of communication and trust. This is refreshing, especially in light of the unparalleled challenges presented to public employees over the past year due to the COVID-19 pandemic. The staff have exhibited superior resilience, dedication, and creativity in embracing the extraordinary conditions presented to them. The staff pivoted to provide exceptional public park and recreation services within a safe environment while abiding by the governmental health code restrictions. This performance exhibits the true and remarkable capacity, skill, and teamwork that exists within the City and specifically with the FRS Department staff.

Due to staff's sincere and qualified focus on public service delivery, Citygate relished supporting their undertaking of a capital project of this magnitude and encompassing such high community expectations. The staff were candid and straightforward in their engagement through interviews, provision and clarity of documentation, and one-on-one project reviews that supported the development of this plan. **Section 2.1** provides other important themes observed throughout the project.

## **RECOMMENDATIONS SUMMARY**

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Citygate presents its recommendations substantiated by its analysis, scrutiny and evaluation of the written documents, review of the engaged interview process, and supported by decades of professional experience in the public and private service delivery industries. This plan is organized in the following dimensions to focus the City's efforts in providing outstanding service in the new ARC facility. They include Programming and Operational Services; Staffing and Personnel Management; Contract Services; Financial Planning, Policies, and Procedures; Facility Management Strategies; and Other Budgetary Considerations. To facilitate the City's implementation strategies, the recommendations have been categorized in an Action Plan and Prioritization Summary provided in Appendix 1.

## Programming and Operational Services

The new 75,000-square-foot facility will provide additional space and amenities for premiere recreational, fitness, community, and social service programming and use. The enhanced and enlarged facility will offer returning patrons more recreational opportunities and attract many new patrons, groups, and organizations to use the facility, both residents and non-residents alike.

- ◆ Citygate is recommending timing and programming the ARC facility opening based on a *Level of Service* (LOS) evaluation model, which is a best practice protocol in the public parks and recreation industry. The LOS evaluation provides a reasonable nexus between available resources coupled with a time component and description of the amount, type, and intervals of services or amenities to be provided to the public. Table 4 on page 33 describes the three alternatives for the City's consideration and includes additional narrative describing the phased approaches. A recommendation of *LOS B* is advised for the fall 2021 opening. Also, it is recommended the alternatives should be reviewed and approved by City Council.
- ◆ The fundamental basis of this recommendation pivots on the completion of the preferred programming and service schedules by FRS Department staff to identify, by season, the level and type of recreation and community services to be provided to the public.
- ◆ In addition, Citygate recommends that the facility have full-time facility maintenance engineering oversight provided by staff and supplemented by contractual services.
- ◆ Citygate recognized the diversity of groups and organizations that will be requesting use of the new ARC facility. To provide transparency, fairness, and operational efficiency, it is recommended the City develop a simplified user agreement and require all user groups to sign the agreement. This will help define the anticipated use demands, establish the appropriate fee rate as approved by City Council through the annual Schedule of Fees and Charges review, and to identify the mutual expectations for all parties.
- ◆ The prioritization of use is another key area that needs to be defined and incorporated into the ARC facility use schedule. These recommendations suggest the City Council review and determine the permitted facility scheduling and use plan. This will clarify the inconsistency and ambiguity that previously existed with past practice activities.

**Section 3** includes additional details regarding the programming and operational services recommendations.

### Staffing and Personnel Recommendations

Citygate observed that the City Council made several strategic budgetary decisions early in 2020 to mitigate the far-reaching negative effects of the COVID-19 pandemic on the City’s financial status, including the impacts to the declining revenue sources supporting the City’s service delivery. As a contract city, the City of West Hollywood has achieved great efficiency with its multiple and varied service contracts. This workforce model has helped the City provide top-notch public services while maintaining a lower staffing ratio.

Due to the complexity and sophistication of the ARC facility building systems and the expected high user demand at the facility, an increase in staffing is recommended for Fiscal Year (FY) 2021/22 to support the *LOS B* as described in Table 4 on page 33. The following table illustrates the recommended staffing level that corresponds with services identified in the *LOS B* description.

**Table 1—Proposed New Positions FY 2021/22 – Facilities & Field Services Division**

Section	Position	Quantity
Building and Maintenance Services Section	Building Maintenance Engineer	1 FTE <sup>1</sup>
	Senior Maintenance Technician	1 FTE
Urban Forest & Landscape Services Section	Lead Maintenance Technician	1 FTE
	Facilities Landscape and Maintenance Superintendent <sup>2</sup>	1 FTE
<b>Division Total</b>		<b>4 FTE</b>

<sup>1</sup> New classification

<sup>2</sup> Addition of this position can be deferred until FY 2022/23

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**Table 2—Proposed New Positions FY 2021/22 – Recreation Services Division**

Section	Position	Quantity
Aquatics Services Section	Aquatics Coordinator	1 FTE <sup>1</sup>
	Senior Lifeguard (part time)	1
	Lifeguards (temporary)	15–20 <sup>2</sup>
	Aquatics Aide (temporary)	3 <sup>1</sup>
<b>Subtotal</b>		<b>1 FTE; 1 Part Time; 23 Temporary</b>
Recreation Services Section	Recreation Coordinator	1 FTE
	Recreation Specialist	1 FTE <sup>1</sup>
	Recreation Leader I (temporary)	5 <sup>3</sup>
	Park Aide (part time)	2 <sup>1</sup>
<b>Subtotal</b>		<b>2 FTE; 2 Part Time; 5 Temporary</b>
<b>Division Total</b>		<b>3 FTE; 3 Part Time; 28 Temporary</b>

<sup>1</sup> New classifications

<sup>2</sup> Final number needed is dependent upon the operating hours of the pool and the programs offered during the fall/winter months. This number will need to increase in the Phase 2 season, spring/summer 2022; anticipated up to approximately 35 to 45 to accommodate additional programming and facility use hours.

<sup>3</sup> Final number needed is dependent upon the operating hours of the facility and the programs offered during the fall/winter months. This number will need to increase in the Phase 2 season, spring/summer 2022; anticipated between 20 and 25 to accommodate additional programming and facility use hours.

**Table 3—Summary of Proposed New Positions FY 2021/22**

Division	Quantity
Facilities & Field Services Division	4 FTE
Recreation Services Division	3 FTE; 3 Part Time; 28 Temporary
<b>Total – Level of Service B</b>	<b>7 FTE; 3 Part Time; 28 Temporary</b>

- ◆ A full-time, on-site facility maintenance engineer will be needed to ensure efficient, qualified, and responsive services and oversight of the building operation. Therefore, Citygate recommends a new classification, Building Maintenance Engineer, be added to the FFS Division. Conversely, the Recreation Coordinator position will be dedicated to overseeing the ARC facility recreation programming, rentals, and gymnasium use. The Aquatics Coordinator will focus their efforts on

the recreation management of the pools, including staffing, programming, and scheduling.

- ◆ The landscape functions should be reevaluated prior to the FY 2022/23 budget cycle. The creation of a third Facilities and Landscape Maintenance Superintendent position to oversee and manage the newly delineated West Campus facilities is outlined in **Section 4**.
- ◆ A top priority, prior to opening the ARC facility, is that the Recreation Services Division and FFS Division staff need safety, emergency response, and preparedness professional training to ensure the safety of the public and their employees.
- ◆ The Human Resources Division, working with the FRS Department, should immediately begin the process to create the new job classifications and, following that process, begin the recruitment process for the proposed new positions to successfully open in fall of 2021.
- ◆ The Human Resources Division, working closely with the FRS Department, should finish the review and revision process of the Recreation Leader job classification series, including retitling the positions to be consistent with the local labor market. This action will help attract the best and brightest future employees to the City.
- ◆ To prepare, train, and acquaint staff with the new facility, Citygate recommends all new staff should be onboarded 60–90 days prior to opening day. With the anticipated target for opening day, staff will need to be on board by the end of July 2021.

Refer to **Section 4** for additional details regarding the staffing and personnel recommendations.

### **Contractual Services**

As a department in a contract city, the FRS Department manages close to 100 contracts to facilitate the operations of the City’s buildings and facilities and provides comprehensive recreation services. The optimal, most effective, and most timely management strategy to implement the additional workload generated by the ARC facility is to enhance the level of contract services in the specific functional work areas. Many of the new facility systems will be more complex and will require higher levels of expertise. As a result, additional skilled monitoring and contract management expertise will be needed to support the ARC facility’s operations.

- ◆ The City should begin work immediately to negotiate with its existing contractor, Johnson Controls, to determine its capacity to develop and integrate the new ARC facility systems into a comprehensive security and monitoring system through the Metasys program.

- ◆ The FRS Department should formally engage the City’s Public Safety Director and the Los Angeles County Sheriff’s Department (LA County Sheriff) and Los Angeles County Fire Department (LA County Fire) offices in the development and review of the security contract scope of work and other security procedures and protocols. Representatives from both Department divisions should be involved with the review and discussions.
- ◆ Revise contract estimates for all ARC facility interior and exterior facilities’ services by April/May 2021 to incorporate the estimates into the FY 2021/22 budget projections and requests.
- ◆ Reevaluate the written performance criteria and benchmarks as the FFS Division reviews and revises its scope of work bidding documents for the building systems contracts. Replace service contractors that are unable to deliver higher levels of service.
- ◆ Enhance the janitorial services contract and increase the number of day porters to meet the higher demand for disinfection due to COVID-19.

**Section 5** includes additional details regarding the contractual services recommendations.

### **Financial Planning, Policies, and Procedures**

Due to the City’s strong fiscal management policies and the City’s prior financial planning to accrue and maintain appropriate operating reserves, the City will likely emerge from the pandemic in better financial condition than many municipalities.

A facility of this nature will require more resources to maintain and operate. The City is highly motivated to open and operate the facility, once construction is completed, anticipated to be fall 2021. Citygate commends the City for its preparedness to weather the economic downturn brought on by the pandemic and has provided recommendations to help the City successfully open and operate the ARC facility.

- ◆ The financial activity of the new ARC facility should be accounted for in a separate program, division, or fund within the FRS Department to ensure that all costs and resources related to the new facility are easily determined and necessary operational adjustments can be identified and implemented. This should also include accounting separation for the aquatics services and activities function within the Division.
- ◆ The City Council should establish a formal cost recovery goal for recreation fees and charges to help balance the cost to general taxpayers and potentially reduce the General Fund subsidy requirement over time. The policy should consider resident versus non-resident cost recovery goals.

- ◆ A new Fees and Charges Schedule should be adopted by the City Council during the FY 2021/22 budget process, incorporating the ARC facility programs, services, and rental opportunities to provide clarity to all user groups and individuals prior to opening the ARC facility in fall 2021. The revised schedule should include the cost recovery policies.
- ◆ A comprehensive fee reduction/waiver policy should be developed, reviewed, and formally adopted by City Council.
- ◆ The City should develop a formal scholarship program that is reviewed and formally adopted by City Council. The City should consider establishing scholarship caps of \$500 per qualified individual and \$1,500 per qualified household per year and should require proof of residency and eligibility, and an automatic inflation index provision to support the City Council's cost recovery goals.

**Section 6** includes additional details regarding the financial planning, policies, and procedures recommendations.

### Facility Management Strategies

Citygate was requested to provide a high-level evaluation of the City's existing organizational methodology for Citywide facility management, in particular as it relates to the future management of the ARC facility. An evaluation of the City's practices revealed the FRS Department uses a hybrid *Zone and Functional Services* model in its facility management. **Section 7** on page 77 includes additional information.

- ◆ Due to the concentrations of City-owned or managed facilities near the ARC facility and the interrelationship between them, Citygate suggests a *Zone* management concept be instituted and this area be designated the "West Campus District." This will provide a holistic approach to facility management, resource allocation, and staff assignments. This methodology will help unify the staff's focus on making sure the ARC facility in its totality is managed as one facility and not in a fragmented approach.
- ◆ Citygate suggests expanding the scope of work for the service contracts to include like-type maintenance activities for all the facilities in the newly established West Campus District. This may provide greater economies of scale for the successful contractor and save money for the City.
- ◆ The *Zone* management model is only recommended for the FFS Division activities and not the Recreation Services Division functions.

**Section 7** includes additional details regarding the facility management strategies recommendations.

### **Other Budgetary Considerations**

Citygate has often found that information and feedback outside the scope of work is discovered during project interviews, research, and evaluation phases. Citygate offers the following information without assessment or context for the City's consideration.

- ◆ There is a need for other miscellaneous small equipment dedicated to the site to operate and maintain the facility. Examples include a small forklift, pallet jack, or small portable vertical lift, a riding scrubber for efficient surface and bollard cleaning, etc.
- ◆ There is a need for a comprehensive equipment inventory documenting, monitoring, and control system at the site. It could be integrated into the City's CMMS Cartegraph system to facilitate work order identification, tracking, and completion.
- ◆ The FRS Department uses ActiveNet automated recreation and facility reservation and program registration systems. Citygate recommends the purchase of additional modules, such as the FlexReg option, to support the up-to-date customer database, support programming efficiencies, and enhance the users' access to the ARC facility's programming opportunities.
- ◆ The City has no capital replacement schedule for the major equipment and system components that will be installed in the ARC facility. Although included as an assumption in the ARC facility proforma provided in this report, there is a need for a Citywide, City-Council-approved policy.

**Section 8** includes additional details regarding the other budgetary consideration recommendations.



## ***SECTION 1—INTRODUCTION***

Citygate Associates, LLC, (Citygate) has been engaged by the City of West Hollywood (City) to conduct Phase 1 of a Staffing and Operations Plan for its West Hollywood Park Aquatics and Recreation Center (ARC) facility.

### ***1.1 A BRIEF OVERVIEW AND PROJECT HISTORY***

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This new structure, surrounded by upgraded and enhanced park features, will become the flagship community recreational facility for the City of West Hollywood. The improvements will offer a premier location to access high-quality recreational, health, and fitness programs and services; versatile community meeting space; a desirable special events area; modern community park amenities; and a welcoming setting for social service delivery to residents of the City and its surrounding communities.

West Hollywood Park lays on approximately six and a half acres in the heart of the west side of the City. Based on a visioning process dating back to the mid-1990s, the City undertook a comprehensive and collaborative community-engagement master plan process for the West Hollywood Park campus in the early 2000s. The open and creative process culminated in the development of the *West Hollywood Park Master Plan 2004* which included a well-formed strategy for phasing and implementation of the Plan. The City and the community's significant and sustained focus on the redevelopment of this site over the past 25 years has spanned time, political leadership, adverse local and national economic conditions, and the unparalleled events of the global COVID-19 pandemic. The City remained undeterred, and with remarkable determination and financial investment in the facility and park improvements, the community will complete a state-of-the-art aquatics and recreation center planned for fall 2021.

## 1.2 FACILITY DESCRIPTION

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The ARC facility is a new, five-story, 75,000-square-foot facility. The new pools are more than two-and-a-half times larger than the original pool that was located at West Hollywood Park. The original pool was constructed in the 1960s as part of the Los Angeles County Park System. The City assumed ownership and management of the facility in the mid-1980s and operated the pool until it was demolished in early 2020 to prepare for the facility renovation process.

The new facility is a multiple-level structure. The ground level consists of parking, Cable Access TV (CATV) utility and production rooms, freight elevator access, mechanical and electrical rooms, and some storage. The park level consists of a public counter reception area, community rooms, activity rooms, a gymnasium for multipurpose sport court activities, restrooms, storage, and office spaces. The third floor includes a conference room, staff offices, and community meeting rooms. The fourth floor includes public locker rooms, an aquatics staff office and locker room, mechanical and equipment rooms, storage, and an aquatic chemical supplies room. The fifth floor includes two open-air swimming pools (a competitive and a recreation pool), public changing rooms, spectator seating areas, open deck seating areas, an aquatics staff office, and storage. The roof level includes a green roof and solar panels. The main facility design also provides a connection to the preexisting tennis court complex, a respite area, and public parking is available in the adjacent five-story public parking structure. In addition, the project improvements to the adjacent park include two dog parks (one for small dogs and one for large dogs), two children's playgrounds (one for younger children and one for older children), expanded open space turfed areas, informal picnic areas, and an AIDS monument.

## 1.3 STAFFING AND OPERATIONS PLAN OVERVIEW

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The City began its evaluation of the staffing requirements and operational measures needed to manage such a multifaceted facility and campus with the completion of the two Kevin J. McArdle

Consulting reports in 2017. The *Future Staffing Recommendations Project* and the *Facility Use Effectiveness Project* provided an early roadmap of how the facility could be used and the extent to which staffing and other personnel related updates would be needed prior to the facility opening.

As part of the Phase 1 plan, Citygate reviewed and consulted the four-year-old Kevin J. McArdle Consulting reports. When the study began in 2016, the ARC facility was in the final design stages and the McArdle study took a snapshot of staffing needs based on information and knowledge available at that time. The study reviewed projected building space and existing recreation programming and it conducted a thorough review of the recreation job classifications. Citygate's evaluation confirms that the prior review and evaluation was comprehensive and professional, and the findings of the study appear to be based on mutual understanding and data that attempted to project the future operation. At the time, the study provided the City with a good foundation and solid starting point from which to develop a staffing strategy. Commissioning the McArdle study was a sound investment by the City as it provided a preliminary foundation to develop a staffing plan to open the ARC facility.

The City's engagement of Citygate demonstrates the City's leadership to act strategically to help assure a successful opening and ongoing operation of the ARC facility and surrounding campus facilities. The City has never executed a capital project of this magnitude and with such high community expectations. The purpose of the staffing and operations plan is to inform and equip the organization, its staff, and its associated contractors to operate, manage, and adequately fund the ARC facility's operation.

#### **1.4 SCOPE OF WORK SUMMARY**

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Based on the City's request, Citygate's effort has been divided into two phases. The timing of the Phase 1 report is programmed to meet the City's FY 2021/22 budgetary review process. As the Plan recommendations have a budgetary impact, City staff can incorporate the recommendations for City Council consideration into the upcoming fiscal year's budget recommendations. The focus of Phase 1 is to evaluate the staffing and personnel requirements, to provide a high-level financial assessment related to The ARC facility's operation, to support the development of a scholarship program, and to assess the potential contractual agreements needed to support the ARC facility's operation. In addition, Phase 1 includes the assessment of the facility management staffing requirements and contractual services agreements for the adjacent City-managed facilities to identify potential operational efficiencies that may be achieved. The focus of future analyses will be the emergency operations policy and procedures, City-generated facility operational policies and procedures documents, personnel training and development documents, and ongoing evaluation and assessment procedures and practices to support a sustainable facility operation. The City's goal is to seek guidance related to these operational areas with the intent to incorporate these procedures and practices into the management of all Facility and Recreation Services Department's (FRS) facility operations.

## 1.5 STUDY METHODOLOGY

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Citygate developed the Phase 1 staffing and operations plan based on the scope of work defined by the City. Citygate performed the following comprehensive review of priority facility operational elements utilizing the data and information collected in the interviews, City-supplied documents, and supplemental research completed by the Citygate team.

- ◆ Assessed the Department’s organizational and operational structure and functions related to the ARC facility’s operation
- ◆ Performed the ARC facility’s programming and services evaluation
- ◆ Interviewed a total of 38 individuals, 35 of whom were City staff and three of whom were individuals from the City’s CBRE|Heery consultant team. City staff included three Department heads, three Department managers, two FRS Department managers, 10 Supervisor/Superintendents/Coordinators, and 17 select staff related to the ARC facility’s operations
- ◆ Reviewed the FRS Department facility use agreement process related to ARC facility operation
- ◆ Performed a preliminary review of the FRS Department’s use of information technology and ARC facility security systems
- ◆ Reviewed operational policies, practices, procedures, and guidelines, including financial controls, staffing recruitment/retention, customer service functions, etc.
- ◆ Performed a high-level review of the City-prepared draft financial proforma including revenues, expenses, fees, and pricing schedules, with an evaluation for a potential patron scholarship program and fee waiver policy establishment
- ◆ Evaluated enhancement opportunities
- ◆ Analyzed proposed programming schedule and operational hours, marketing and outreach initiatives, etc.
- ◆ Conducted a labor and personnel allocation analysis evaluating staff roles and responsibilities
- ◆ Reviewed the Department’s existing contract service agreements related to the management of the ARC facility’s operational systems and recommended need for priority contractual agreements for Center operations
- ◆ Reviewed the ARC facility’s digital plans, schematics, and specifications related to the building systems

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- ◆ Evaluated potential phased opening scenarios and developed LOS alternatives
- ◆ Reviewed existing Department job classifications and functions and compared them to industry standards and best practices of other cities and provided sample job descriptions for the proposed new classifications
- ◆ Analyzed and recommended preferred staffing levels for the ARC facility and expanded campus facilities
- ◆ Evaluated existing employee training and development schedules
- ◆ Performed initial high-level inquiries, through employee and consultant interviews, of the City's security and emergency services plans for the ARC facility; the evaluation of these interviews will be further examined in the future.

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## *SECTION 2—CURRENT CONDITIONS*



### **2.1** *IMPORTANT THEMES*

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As a result of Citygate’s staff and consultant interviews, several important themes emerged that helped guide Citygate’s Phase 1 evaluation.

- ◆ The City prides itself on recruiting and hiring highly dedicated and qualified staff.
- ◆ FRS Department staff are highly respected by their peers within the Department and by other City staff with whom they work on a regular basis.
- ◆ The City considers itself a “contract city,” with the FRS Department managing approximately 100 contracts to perform its management and service delivery responsibilities. When determining the optimal service model, such as staff hiring versus contract services, existing constraints, such as lack of office space and the

absence of a City corporation yard for vehicle and equipment storage, must be considered.

- ◆ Due to the complexity and sophistication of the technology incorporated into the building and integrated into the City’s network, the management of the Information Technology (IT), related security, and City IT systems should also be a primary focus.
- ◆ The Recreation Services and FFS Divisions’ staff work well together and have a high level of communication and trust between them.
- ◆ The City places a high value on strategic management, as evidenced by its *Vision 2020 Strategic Plan*, *General Plan 2035*, and numerous department-level primary and ongoing strategic program planning efforts. The City has started working on its *Vision 2050 Plan*, but progress has stalled due to the pandemic. These and other community and City planning efforts over the past ten years have resulted in the ARC facility project becoming a reality.
- ◆ The City supports specialized training and certifications as well as continuing education opportunities for its employees, and many FRS Department employees have taken advantage of the program.
- ◆ The impact on the City’s operations from the COVID-19 pandemic and the heightened civil unrest in the nation, and particularly in urban areas, over the past 12 to 18 months, cannot be understated. City staff acknowledged “it is a new day” related to health and safety protocols in such a large and multifaceted facility like the ARC facility, both structurally and programmatically, and that there is “no going back to normal.”
- ◆ The City’s primary goals at this time are to complete the construction project on time and on budget and to safely occupy the facility as soon as it receives the Certificate of Occupancy, expected in fall 2021.

## 2.2 CURRENT SUCCESSES

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- ◆ The global pandemic has placed inordinate stress on the City’s financial condition, which has delayed the City from achieving some of its short-term goals. However, the City took strategic and appropriate action early in 2020 to protect its long-term financial health while minimizing the impact to City services to the greatest extent possible. Due to these strong fiscal management policies and the City’s foresight and prior financial planning to accrue and maintain appropriate operating reserves, the City will emerge from the pandemic in better condition than many municipalities.

- ◆ The FRS Department operates an outstanding and highly successful aquatics program. The FRS Department Aquatics Services Section is recognized for its quality aquatics programs that attract patrons throughout the City and from the entire west L.A. area. Popular programs include the U.S. Masters Swimming Club, lap swimming, water polo matches, and group events. The new ARC facility has drawn interest from the USA Olympic Swimming Team for training time in the new pools.
- ◆ The FRS Department mandates that all its employees successfully complete training and obtain the required skill and safety certifications. The City applies the guidelines from the *2018 Model Aquatic Health Code* published by the National Centers for Disease Control and Prevention and meets or exceeds the established standards. To ensure public safety and quality service, Aquatics Services does not use outside contractors to perform aquatics activities.
- ◆ Aquatics Services is highly enthusiastic about showcasing its quality service delivery and embraces that the aquatics programs are a high priority to local residents.
- ◆ The City values public safety and security in its program offerings as well as providing for general Citywide safety and security. To deliver on this commitment, the City has strong contract for service partnerships with LA County Fire and the LA County Sheriff's Department. These departments will provide advice for the necessary operating safety plan for the new ARC.
- ◆ The City has a core group of dedicated and knowledgeable staff that are committed to providing quality services to their customers.

### 2.3 KEY ASSESSMENT DIMENSIONS

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Citygate's Work Plan addresses the components in the Phase 1 Scope of Work outlined by the City and is guided by best practices employed by the Citygate Project Team. Citygate provides 69 recommendations pertaining to the following operational dimensions:

- ◆ Programming and Operational Services
- ◆ Staffing and Personnel Management
- ◆ Contract Services
- ◆ Financial Planning, Policies, and Procedures
- ◆ Facility Management Strategies
- ◆ Other Budgetary Considerations

## **2.4 ORGANIZATION OVERVIEW**

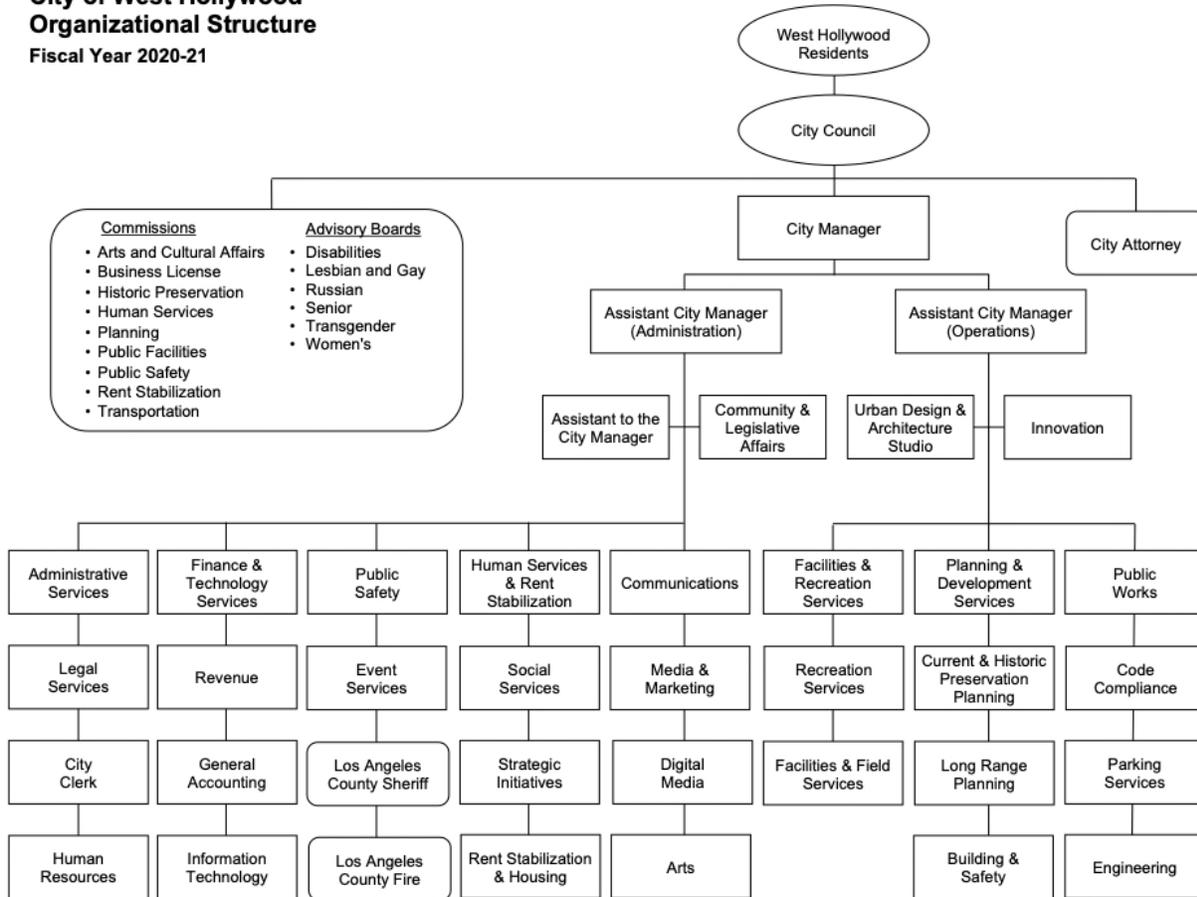
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A project of this magnitude requires the effort and focus of the entire organization to assure success. As part of the evaluation, Citygate interviewed key organizational staff to assess the awareness and readiness of the departments to support preparation and planning for the opening and ongoing operation of the ARC facility. Specifically, interviews were held with staff from the Finance and Technology Services Department, the Public Safety Department, and the Human Resources Division.

Generally, Citygate observed that these departments and divisions are well informed about the status of the project and are willing to direct their departments' resources and needed staffing assistance to support the ARC facility's opening and ongoing operations. The study provides specific findings and recommendations related to the overall organization's preparedness identified in the previous operational dimensions.

**Figure 1—City of West Hollywood Organizational Structure – FY 2020/21**

**City of West Hollywood  
Organizational Structure  
Fiscal Year 2020-21**

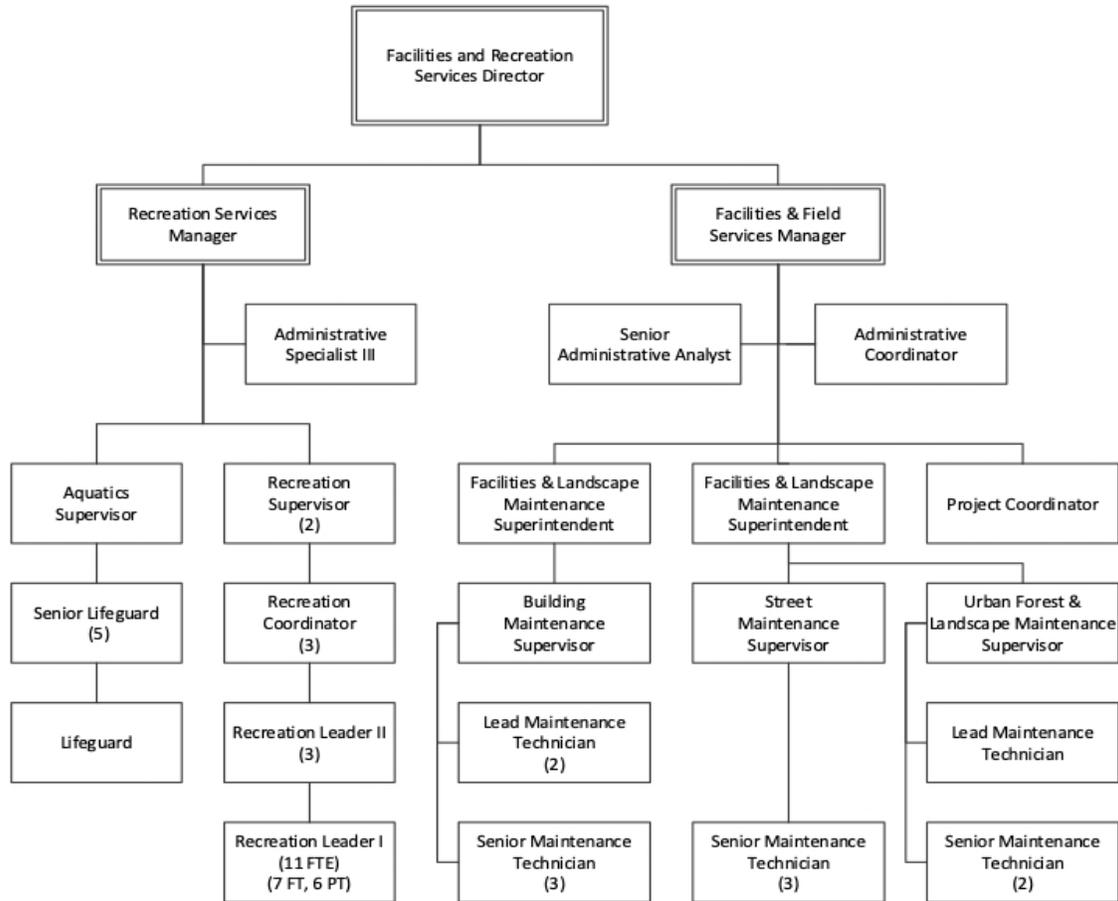


Source: City of West Hollywood Operating Budget and Capital Work Plan FY 2020-21

**2.4.1 Facilities and Recreation Services Department Overview**

The FRS Department has the primary responsibility for managing the ARC facility and providing services in the facility. Through the study’s evaluation, Citygate gained an understanding of the Department’s organizational structure, staffing assignments, and contractual agreements. This knowledge formed the basis for Citygate’s findings and recommendations that follow.

**Figure 2—Facilities and Recreation Services Organization Structure**



Source: City of West Hollywood Operating Budget and Capital Work Plan FY 2020-21

The FRS Department is divided into two divisions: The FFS Division and the Recreation Services Division. In addition, the FRS Department performs administrative functions; however, this is not a formal division.

**2.4.2 Administration Functions**

The FRS Department administration functions are responsible for ensuring that FRS Department programs and services support City strategic goals and policies; managing systems and processes to facilitate effective and efficient service delivery to the community, City officials, and City staff; providing outreach and communication for FRS Department programs and services; assisting with interdepartmental park planning efforts in developing, operating, and maintaining the City’s parks

and recreation system; managing the human, fiscal, and capital resources of the Department; and managing and providing oversight for capital projects.<sup>1</sup>

### **2.4.3 Facilities & Field Services Division**

The FFS Division is led by an FFS Division Manager and is divided into two sections: Building Maintenance Services and Urban Forest & Landscape Maintenance Services / Street Maintenance Services. This division is responsible for the repair, maintenance, and management of all City-owned and leased facilities, including 16 buildings, eight public parks, street sweeping and street pothole repair, urban forestry, and graffiti removal.

#### ***Building Maintenance Services Section***

Building Maintenance Services is responsible for operating and maintaining all the City-owned and leased properties (facilities), including janitorial services, building repairs and facilities systems, security systems, and visual systems. Building Maintenance Services full-time staff includes one Facilities & Landscape Maintenance Superintendent, one Building Maintenance Supervisor, two Lead Maintenance Technicians, and three Senior Maintenance Technicians.

Building Maintenance Services manages approximately 80 different service contracts. Large facilities systems and janitorial services are performed through contract services. Generally, contractors complete 70 percent of all required services with City employees completing the remaining 30 percent. The Building Maintenance Supervisor oversees the contract administration, monitors the larger service contracts, and supervises staff. The Lead Maintenance Technicians monitor contractors, routinely interact with contractors, are given access to system controls, and monitor conditions of facilities. The Senior Maintenance Technicians perform routine maintenance repairs and will perform most complex emergency repairs until an assigned contractor arrives on site.

#### ***Urban Forest & Landscape Maintenance Services / Street Maintenance Services Section***

Urban Forest & Landscape Services is responsible for the landscape and maintenance services at all City parks and open space, tree maintenance, planters, hardscape, basketball courts, tennis courts, playground equipment, streetscape, and centralized irrigation systems. Full-time staff includes one Facilities & Landscape Maintenance Superintendent, one Urban Forest & Landscape Maintenance Supervisor, one Lead Maintenance Technician, and two Senior Maintenance Technicians. The Facilities & Landscape Maintenance Superintendent also oversees the Street Maintenance Services Section.

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<sup>1</sup> Source: City of West Hollywood Operating Budget & Capital Work Plan—FY 2020–21.

The Street Maintenance Services Section is responsible for the sign installation, storm drain maintenance, and sidewalk and street maintenance, including striping and marking. The scope of this study did not include analysis of the Street Maintenance Services Section.

Urban Forest & Landscape Services manages 10 service contracts. Primary work consists of landscape maintenance of open space, tree trimming, management of the irrigation system, water waste management, lighting on City property, City fountain maintenance, and enhanced cleaning services. Generally, contractors perform 70 percent of the work with City employees completing the remaining 30 percent. The Urban Forest & Landscape Maintenance Supervisor administers contracts, monitors large service contracts, and directs staff. The Lead Maintenance Technician performs enhanced cleaning programs. Senior Maintenance Technicians conduct work inspections, perform on-site monitoring of service delivery, and complete routine repairs and maintenance.

Staff representing the two service areas indicated they were highly satisfied with the quality of service performed by a large majority of contractors. Any issues that occur in service delivery are routinely resolved. Staff has a good working relationship with contractors as most contractors are very responsive to requests from staff. Because West Hollywood is a contract city, building maintenance services and field/landscape services are largely performed by hired contractors.

#### **2.4.4 Recreation Services Division**

The Recreation Services Division is led by a Recreation Services Manager and is divided into two sections: Aquatics Services and Recreation Services.

##### ***Aquatics Services Section***

Aquatics Services has historically been responsible for maintenance and safety of the City-owned pool and for offering multiple swimming-related programs to the public. Aquatics programs and services include lap swimming, swim lessons, group lessons, competitive water polo matches, synchronized and masters swim programs, open public swimming, and pool safety. Aquatics Services currently has the primary responsibility for pool safety and pool maintenance. At the West Hollywood Park pool, aquatics staff performed basic locker room cleaning tasks.

Aquatics Services full-time staff includes an Aquatics Supervisor, five Senior Lifeguards (one is part-time), and one Lifeguard (currently assigned to Plummer Park). Prior to COVID-19 and the subsequent closure of the existing pool in early 2020, Aquatics Services used part-time and temporary Lifeguards to run its programs and services. Depending on the time of the year, Aquatics Services offers different levels of programs and services. It operates a high season during the summer months and an off season in the fall and winter months. Staffing demands fluctuate during the different seasons.

***Recreation Services Section***

Recreation Services provides full-service offerings including recreation programs and activities for toddlers through senior adults. In addition, this section oversees FRS-sponsored special events, supports Citywide sponsored events, administers facility rentals, and manages contract recreation services for the community. Recreation Services specifically provides programs and services at Plummer Park and West Hollywood Park. Examples of the programs include Tiny Tots, summer camps, day camps, art classes, dance and exercise classes, volleyball and dodgeball leagues, and the use of rooms. Recreation Services full-time staff consists of two Recreation Supervisors, three Recreation Coordinators, three Recreation Leader II, and 11 Recreation Leaders I (six part-time Recreation Leaders fill four full-time positions). Recreation Services employs temporary Recreation Leaders. The level of use of the Recreation Leaders depends on the level of service offered during a specific program season.

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## *SECTION 3—PROGRAMMING AND OPERATIONAL SERVICES*

Citygate performed a review of the existing FRS Department programs and services as well as the features and amenities offered in the ARC facility and the surrounding facilities. Citygate also evaluated the building layout and configuration where the expanded services and facility amenities will be available to the public.

The management and operation of the ARC facility is governed by the State of California Health and Safety Code, the California Code of Regulations, California Building Code, and California Electrical Code, and is summarized in the *Public Swimming Pools and Spas* reference manual published by the California Association of Environmental Health Administrators—Revised July 1, 2018.

### 3.1 AQUATICS SERVICES

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The following are brief observations regarding how aquatics services will be offered and the way the services will function in the new facility.

- ◆ The pool area locker rooms and aquatics staff office are one floor below the swimming pools, which requires patrons to travel between the locker room and pools via the elevator or stairway. The same area includes a secured pool supply room.
- ◆ There is public access to the pool deck area without entering the main ARC facility lobby or public counter area.
- ◆ For the public to enter the pool area, it will require a check-in procedure with staff on the pool-deck level.
- ◆ The ARC facility includes a conference room with multimedia functions for Aquatics Services Section staff, such as in-service training and testing.
- ◆ The operating system for the new pools is more complex and will require more sophisticated maintenance practices and protocols than the prior pool.
- ◆ Prior to opening the ARC facility pools, the Aquatics Services Section will need a minimum of eight weeks to train and certify hired staff and to become familiar with the new pools and systems.
- ◆ Lap swimming, water fitness classes, swim lessons, and recreation swimming are popular and are offered year-round, with swim lessons being the most popular program.
- ◆ An increase in requests for private and group swim lessons is anticipated.
- ◆ Sixty percent of aquatics services revenue comes from summer programs.
- ◆ The City does not use any contractors for aquatics programs and services to ensure greater quality control and oversight over selection, training, performance, and customer service outcomes.
- ◆ Private and public special events will be hosted in the pool area and there will be a higher demand for pool use from private groups (e.g., USA Swimming, which is the USA Olympic swim team, has inquired about pool time for training).

### 3.2 RECREATION SERVICES

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The following are brief observations regarding how recreation services will be offered and the way the services will function in the new facility.

- ◆ Recreation services staff anticipates a minimum of 25 percent growth in services with the opening of the ARC facility based on user counts.
- ◆ Recreation Services staff is anticipating a higher demand for community room use based on inquiries received from the public.
- ◆ The City will need a full-time monitor to support the activities and use of the gymnasium.
- ◆ Recreation Services staff anticipate expanding program offerings, including initiating volleyball and dodgeball leagues and potentially developing basketball leagues and wrestling training.
- ◆ Recreation Services anticipates 70 percent of classes will be conducted by private instructors.
- ◆ It is projected that there will be a greater demand for and use of the ARC facility for special events. Based on existing practices, it is anticipated that the Public Safety Department will continue to manage the larger-scale, Citywide special events. The FRS Department will be the “gatekeeper” of the ARC facility’s use, utilizing ActiveNet for all scheduling, including the larger-scale, Citywide special events.
- ◆ The ARC facility public counter and lobby area will have customer self-service kiosks to register for recreation-related programs and will have elevated screen monitors that display scheduled programs and services.
- ◆ Recreation program registration, offered both at kiosks and online, is managed through the City’s automated software system known as ActiveNet. 90 percent of all recreation and aquatics participants use ActiveNet to access the City’s programs and services. ActiveNet is available to patrons 24/7/365.
- ◆ The ARC facility public counter will be the primary point of contact for the public to access the ARC facility. It will be supervised by Recreation Services staff. The public counter staff will register patrons for recreation programs, assist the public with registration at the kiosks, respond to general questions from the public, make room reservations, and monitor the gym area.

- ◆ Currently, park grounds and surrounding facilities are monitored by Recreation Services Section staff and that need will continue. Consistent and routine monitoring is needed to address an issue with broken or missing equipment, minor issues or disputes among park visitors, and helping patrons with customer service.

Based on this evaluation, Citygate offers the following findings and recommendations related to programming and operational services.

**Finding #1:** There are high expectations of the City to open and operate the new ARC, expected in fall 2021. This has caused some anxiety amongst staff as there are many unknown circumstances regarding the building operation (e.g., staff's roles, who will be located on site, what community user groups will have primary access, and understanding of the complex building operating systems).

**Finding #2:** Because it is an active construction site, most of the FRS Department staff are unfamiliar or unacquainted with the new ARC facility building layout and amenities, which has caused apprehension and uncertainty in transition planning and move-in strategies.

**Recommendation #1:** Schedule small focus group meetings with each staff group within FRS Department divisions to review the building plans and the building amenities by floor, determine potential priority programming spaces, identify storage room capacity by floor, and delegate responsibility to appropriate staff to plan staff occupancy of the building. Supervised small group tours should be permissible in April and May, according to the CBRE|Heery construction management representatives.

**Recommendation #2:** Division managers should determine the on-site staffing assignments and physical work sites by floor and should communicate those with all FRS Department staff. This will help staff know what to expect, to begin transition planning, and to prepare for opening.

**Finding #3:** A phased approach to opening and operating the ARC facility was studied. The best practice using the LOS standards model was created and applied to evaluate options.

**Finding #4:** The facility has complex building systems that will have to be 100 percent operational by opening day. These systems include the heating, ventilation, and air conditioning (HVAC); public safety, fire, and building security protocols; technology; lighting; elevators; pool filtration; and general building sanitation protocols.

**Recommendation #3:** Adopt a phased approach to opening the ARC facility at LOS B in the fall of 2021 and transitioning to LOS A by summer of 2022.<sup>2</sup>

**Recommendation #4:** The recommended phased opening scenarios would only apply to recreation services and building rental use programs. Phasing operation and maintenance are not recommended as the facility’s functionality and systems need to be 100 percent online and operational by opening day. The two exceptions of FFS Division services that could be scaled are routine janitorial and day porter services, which will increase or decrease proportionally based on facility and pools usage.

### 3.3 LEVELS OF SERVICE ANALYSIS

The Level of Service (LOS) standards model has long been used by public parks and recreation agencies to evaluate the optimal LOS alternatives considering the community’s priorities and available funding resources. The LOS model is applied in a variety of ways both in short- and long-range planning to determine a community’s needs and desires and in establishing metrics or “triggers” to support decision-making alternatives.<sup>3</sup> The model has also been used to provide benchmarks to validate or substantiate a department’s performance in delivering services relative to the community’s identified goals.

<sup>2</sup> To support this recommendation, Citygate recommends hiring additional staff as summarized in Table 4 on page 31.

<sup>3</sup> Source: Alternatives for Determining Parks and Recreation Level of Service, David Barth, PhD, AICP, American Planning Association-May/June 2016.

In this study, Citygate utilized and developed the model to evaluate phased opening scenarios, balancing expectations with funding resources and the ability to provide community recreation services at designated levels.

The key criteria considered for the model illustrated in the following table are:

1. Uncertainty surrounding COVID-19 public gathering restrictions and protocols for public buildings at the time of building completion in fall of 2021
2. Seasonal weather conditions that impact user demands (i.e., fall/winter versus spring/summer)
3. Financial capacity/capability of the City to utilize full staffing and operational levels on opening day considering the financial impacts of the COVID-19 pandemic

West Hollywood, CA

Aquatics and Recreation Center Staffing and Operations Plan

**Table 4—Phased Opening Alternatives – Levels of Service Summary**

Service Level	Service Level Description	Additional Staff Inputs	Percent of Facility Use	Phased Timetable
A	<p><b>Pools</b>—full operation; lap swim; lessons, user group rentals, Recreation Division program use, special events</p> <p><b>Gymnasium</b>—full operation; user group rentals, open gym drop-in hours; expanded sports leagues</p> <p><b>Community Rooms</b>—full rentals and use offered</p> <p><b>Recreation Rooms</b>—enhanced City programming offered for all age groups, summer camps, expand contract recreation classes</p>	<p>1 Aquatics Coordinator 1 Senior Lifeguard (part-time) 35–45 Lifeguards (temporary) 4 Aquatics Aides (temporary)</p> <p>1 Recreation Coordinator 1 Recreation Specialist 20–25 Recreation Leader I (temporary) 3 Park Aides (part-time)</p> <p>1 Building Maint. Engineer 1 Facility &amp; Landscape Maint. Superintendent 1 Sr. Maint. Technician 1 Lead Maint. Technician 4–5 contractual day porters</p>	<p>100%</p> <p>7:00 am–10:00 pm (15 hours/day) 7 days/week 355 days/year</p>	Summer/Fall 2022
B	<p><b>Pools</b>—reduced hours of operation; focus on user group rentals (Master’s, Water Polo, Sync Swim), lap swim; Recreation Division program use</p> <p><b>Gymnasium</b>—sports leagues, user group rentals</p> <p><b>Community Rooms</b>—some user group usage within identified open hours</p> <p><b>Recreation Rooms</b>—Tiny Tot; priority Youth classes, Senior Adult workout programs, Day Camps</p>	<p>1 Aquatics Coordinator 1 Senior Lifeguard (part-time) 15–20 Lifeguards (temporary) 3 Aquatics Aides (temporary)</p> <p>1 Recreation Coordinator 1 Recreation Specialist 5 Recreation Leader I (temporary) 2 Park Aides (part-time)</p> <p>1 Building Maint. Engineer 1 Sr. Maint. Technician 1 Lead Maint. Technician 3–4 contractual day porters</p>	<p>60%–73%</p> <p>7:00 am–6:00 pm (9–11 hours/day) 7 days/week 355 days/year</p>	Fall/Winter 2021–2022
C	<p><b>Pools</b>—reduced hours operation; lap swim; limited Recreation program use, some user group rentals</p> <p><b>Gymnasium</b>—limited user group rentals</p> <p><b>Community Rooms</b>—reduced rental hours available within identified operating hours</p> <p><b>Recreation Rooms</b>—programming for Tiny Tots</p>	<p>1 Aquatics Coordinator 10 Lifeguards (temporary) 1 Aquatics Aide (temporary)</p> <p>1 Recreation Specialist 2 Recreation Leader I (temporary)</p> <p>1 Building Maint. Engineer 1 Sr. Maint. Technician 1 Lead Maint. Technician 2 contractual day porters</p>	<p>50%–60%</p> <p>7:00 am–4:00 pm (7–9 hours/day) 7 days/week 355 days/year</p>	Fall/Winter 2021–2022

### Assumptions

1. Optimum average facility use hours are 7:00 am–10:00 pm, or 15 hours/day, 7 days/week, 355 days/year. The facility will be closed ten days/year for City-recognized holidays.
2. Operating hours are representative of hours when the facility is staffed. Facility amenities (i.e., gymnasium or pools at LOS B and LOS C) may have different or alternate scheduled operating hours than what is shown.
3. Customer demand for pool activities will be lower in fall/winter season for LOS B and LOS C due to greater potential for inclement weather and fewer hours of sunlight.
4. Retention of the existing staffing level as of FY 2020/21.
5. Addition of Building & Maintenance Services staff are recommended for all service levels to assure building is fully operational on opening day.
6. All recommended positions are full-time equivalents unless otherwise noted.

### 3.4 FACILITY MANAGEMENT REVIEW

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The City has successfully used a decentralized methodology in its organizational structure and management. The ARC facility and surrounding campus present a new paradigm for the City that requires a slightly different approach. This is due to the complexity of the ARC facility’s building systems, the variety of new amenities located on the surrounding grounds and landscaping, the breadth of activities and services to be offered, the user demands on the facility, and the 24/7/355 scheduling anticipated at the site.

A more centralized, on-site management structure and lines of authority are recommended to effectively and safely manage the ARC facility and prevent user conflicts or ambiguity of responsibilities.

**Finding #5:** The City has historically applied a decentralized approach to its management and organizational administration.

**Finding #6:** There have been user conflicts in the past with double booking of City facilities due to the lack of full delegation and compliance with the FRS Department’s responsibility to reserve, schedule, and administer the use of City facilities.

**Finding #7:** The FRS Department has been given primary responsibility for the facility development and preparations for opening, with intermittent involvement or engagement from other key departments and divisions, specifically the Finance & Technology Services Department, the Public Safety Department, and the Human Resources Division.

**Recommendation #5:** Hire a full-time Building Maintenance Engineer to remain on site to oversee, manage, and be responsible for the multiple and complex building systems. This position will administer the many building systems contracts to ensure timely monitoring, calibration, maintenance, and repair of building systems.<sup>4</sup>

**Recommendation #6:** Recognize and delegate to the FRS Department the authority and responsibility to manage, schedule, and administer the facility and surrounding park activities and functions. FRS Department staff should have primary responsibility for event bookings and should direct key City staff to access ActiveNet to inform regarding facility availability.

**Recommendation #7:** Key City staff and expertise, specifically in the Human Resources Division, Finance & Technology Services Department, and the Public Safety Department should be enlisted to support the FRS Department's efforts to prepare for the facility opening; an "all-hands-on-deck" approach is warranted.

### 3.4.1 Level of Service Assessment

The LOS standards for public parks and recreation service delivery are directly tied to the needs and desires of the community. Based on those user demands, the staffing levels and contract service agreements are dictated by the programming and services offered; the user agreements executed with community recreation, wellness, fitness, and social service organizations; and the available supervised hours scheduled for casual use by the public (e.g., drop-in basketball, social networking, open swim hours, etc.).

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<sup>4</sup> See Section 4—Staffing and Personnel Management on page 39 for more information.

**Finding #8:** Although informally discussed, the Recreation Services Division has not formalized a written programming plan for the site incorporating the opportunities provided by the expanded aquatics and general recreation amenities. Staff is starting the process of utilizing the ActiveNet trainer site to create sample programming scenarios and schedules.

**Finding #9:** The prioritization of room rentals and services in the new facility is of noticeable concern to staff. Facility bookings in the past have regularly been overridden by direction coming from outside of the Department at the “eleventh hour,” forcing staff to find solutions without adequate notice. This has resulted in user conflicts and places staff in an awkward position to cancel a reservation or program in the facility.

**Finding #10:** Recreation Services Division staff are very engaged and interested in receiving details regarding the facility. The majority of Recreation Services Division staff are not very familiar with the building amenities, layout, facilities, classrooms, or meeting room accommodations.

**Finding #11:** The FRS Department does not have an inclusion / therapeutic recreation services strategy or policy for providing services to persons with disabilities. The Department currently addresses the needs of patrons with disabilities as they arise. The Department could benefit from a policy and related procedures as the new facility will provide facility amenities, accommodations, and support services to all individuals.

**Recommendation #8:** Recreation Services Division staff should complete the recreation programming and services prioritization for the facility. This should be done once staff has reviewed the building plans, circulation system, layout, and facility amenities, and toured the facility. This plan would include details of the recommended programming schedule and would prioritize the programs and services to be offered.

Phase 1—Fall/Winter 2021 Season – This effort should include hours of operation, planned closures, identification of designated hours for user groups for the pools and recreation center, and identification of specific Department-delivered programming activities and services.

Phase 2—Spring/Summer/Fall 2022 Season – In this phase, develop programmatic use strategies to expand use by 30–40 percent to optimize the facility usage to 100 percent. The option should include outlining enhanced recreation services, full operational hours of the aquatic facilities, and expanded rental hours of available community rooms.

**Recommendation #9:** The planning effort should include key staff from the FFS Division team since programming and public facility rental use is dependent upon staffing support from the FFS Division, such as day porter assignments.

**Recommendation #10:** The LOS plan, along with the programming plan, should be presented, reviewed, and approved by City Council as part of the FY 2021/22 budgetary process to inform members of the options, seek consensus regarding the operational schedule and the prioritization of use, and establish realistic expectations regarding the facility’s phased opening. This effort will allow the Council to make choices regarding required funding levels to support the selected LOS option.

**Recommendation #11:** To help prevent scheduling conflicts, the programming plan should contemplate blackout dates in the schedule for maintenance-related activities (as noted in Recommendation #63) and anticipated City Council programming or facility use requests.

**Recommendation #12:** The Department should prepare a written policy and associated operating procedures to support full-inclusion services delivery and include that in its programming plans as the new facility will provide amenities, accommodations, and support services for all individuals.<sup>5</sup>

### 3.4.2 Prioritization and Use

**Finding #12:** The opening of the ARC facility will occur in the fall/winter season when the Department historically transitions into an alternative programming schedule due to weather conditions, user demands, and change in school scheduling, which impacts labor availability.

**Finding #13:** There will be significant demand for the greatly enhanced aquatics and gymnasium court sports facilities by West Hollywood's established user groups who have historically had access to and utilized the City's recreational facilities. These groups include and are not limited to the Los Angeles Volleyball Organization, the West Hollywood Aquatics, and a U.S. Masters Swimming and water polo organization.

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<sup>5</sup> Examples are provided in Appendix 2.

**Finding #14:** Historically, the City has not required user groups to sign a user agreement and there are 15 groups who use the City’s facilities and are considered “grandfathered” in at an undefined discounted fee rate. There is staff confusion and uncertainty as to the appropriate rate to charge these individual groups or others, which results in a lack of consistency and transparency in facility management.<sup>6</sup>

**Recommendation #13:** The prioritization for Phase 1 ARC facility services should include the aquatics programs and services and gymnasium programs and rentals that historically have been in high demand for the fall/winter season. Additional recreation programming can be enhanced for the spring/summer/fall 2022 Phase 2 season.

**Recommendation #14:** Develop a simplified user agreement and require all user groups to sign the agreement. This will help define the anticipated use demands, establish the appropriate fee rate as approved by City Council through the annual Schedule of Fees and Charges review, and identify the mutual expectations for all parties.

**Recommendation #15:** All user groups should register in ActiveNet to assist in tracking use, scheduling, resident versus non-resident status, contact information, etc.

**Finding #15:** The new facility will have several complex and integrated automated systems. These systems will facilitate the efficient and effective operations of the facility and ultimately provide enhanced services to the public. Examples of these systems include audio/visual (A/V) and media equipment for meeting and activity rooms use, ActiveNet registration and reservation systems, point of sale and cash register systems, and customer service kiosks in the lobby.

**Finding #16:** The CATV production facilities will be located in the ARC facility.

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<sup>6</sup> A list of the existing groups who receive a fee reduction/waiver is included in Appendix 8.

**Finding #17:** The Information Technology Division has highly qualified staff who work well with the FRS Department staff.

**Finding #18:** The FFS Division staff have been assigned the responsibility to complete the bidding and procurement process of the A/V equipment, including its installation.

**Finding #19:** The FFS Division uses the Cartegraph system for its work order management system, including scheduling, asset management, and preventative maintenance functions. The new facility equipment and systems have not been uploaded into the Cartegraph system.

**Recommendation #16:** The Information Technology Division staff should be engaged and involved in the A/V and media equipment procurement and installation.

**Recommendation #17:** The Information Technology Division's expertise and knowledge are needed to assure any new equipment properly integrates into the facility-wide systems and the overall City network. The Division should approve the selection of the new systems as it knows the current security and information technology systems.

**Recommendation #18:** The responsibility for managing the A/V, media equipment, building management systems, and related computer support services will need special focus. A three-prong approach is recommended. The primary responsibility should be assigned to full-time, on-site FRS Department staff to meet the anticipated demand for concierge-level service which will be expected by the ARC facility's patrons. In addition, technically adept staff will be required in the FRS Department to provide the on-site, "behind-the-scenes" facility technology assistance to the customer-facing staffing activities. This is needed due to the complexity, specialization, and interconnectedness of the A/V, media, building management, and computer systems in the ARC facility. To provide the work scheduling and multiple-events-coverage requirements, it is recommended to supplement on-site staff with contract services, as is done in managing the Library A/V and media systems.

The Information Technology Division should assist the FRS Department in hiring and training the FRS Department staff assigned the responsibility for all equipment monitoring/use and oversight. The position(s) functions will support the equipment scheduling, setup, and use; respond to customer needs; troubleshoot issues; monitor inventory; and schedule repairs or replacement of equipment. The Information Technology Division also may need additional staff to maintain and support the ARC facility's multiple technology systems.

**Recommendation #19:** The A/V and media equipment should be included in the facility equipment inventory and use system.

**Recommendation #20:** For electronic security purposes, to the greatest extent possible, A/V and media equipment used in the facility should be provided by the City. If outside equipment is allowed to be brought in, the Information Technology Division should provide direction regarding methods to enhance and safeguard the City's internet and electronic systems.

**Recommendation #21:** Citygate recommends ARC facility systems, equipment, and routine maintenance activities be integrated into the Cartegraph platform, working with the City's commissioning agent to ensure completeness of information.



## SECTION 4—STAFFING AND PERSONNEL MANAGEMENT

### 4.1 OVERVIEW

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The City Council made several strategic budgetary decisions early in 2020 to mitigate the far-reaching negative effects of the COVID-19 pandemic on the City's financial status, including the impacts to the declining revenue sources supporting the City's service delivery. Based on City Council's wise guidance from its meeting on May 4, 2020, the FY 2020/21 budget included the cancellation of all special events, co-sponsored events, and large public gatherings through the end of the 2020 calendar year. Secondly, for FY 2020/21,

*The City Council made several strategic budgetary decisions early in 2020 to mitigate the far-reaching negative effects of the COVID-19 pandemic on the City's financial status.*

the City eliminated all temporary positions, with limited exceptions for as-needed recreation services and specialized professional staff positions. In addition, the Recreation Services Division budget for temporary employees was reduced by half, with the highest volume of those staff supporting pool and camp programs. These essential decisions have impacted the preparation for the ARC facility's opening and operation, as these positions will need to be recruited and rehired in time to train and prepare for the ARC facility opening.

As a result, over the past 12 months, Recreation Services Division staff have done a remarkable job of pivoting to a virtual platform in their service model wherever feasible. In other cases, aquatics programs and services were entirely discontinued due to the pandemic. In addition, based on thoughtful City Council guidance in May 2020, the West Hollywood Park Aquatics Center and auditorium was closed to accelerate the completion of the new ARC facility at the West Hollywood Park site.

**Finding #20:** The Department experienced the elimination of all part-time temporary aquatics staff, a reduction in part-time staff hours, and a hiring freeze for all new positions. This absence of qualified staffing will require additional time to onboard personnel, virtually starting over with attracting, recruiting, hiring, and training part-time aquatics staff.

**Finding #21:** The new facility will include two swimming pools in place of the one pool the FRS Department previously managed, with almost three times the number of water gallons to process and manage. The new ARC facility and surrounding grounds contain complex and interconnected automated operating systems (e.g., HVAC, chillers, elevators, pool pumps and filtration, disinfection systems, boilers, irrigation systems, green roof, solar power array, security, and power-backup systems). To properly function, the ARC facility will require expert on-site management of the multiple complex building systems.

**Finding #22:** The FFS Division staff will assume a greater role in contract management with an increase in the number and diversity of contracts to service and manage the building. The FRS Department currently does not have a dedicated contract officer and the process is decentralized. This can lead to inefficiencies and significant operational issues in managing a facility of this nature.

**Finding #23:** Additional City staff will be needed to monitor service contractors, to perform basic facility and landscape repairs, and to address customer service needs.

**Recommendation #22:** The goal of the City should be to accomplish a fully secure and operational facility with the required staffing levels to support the ARC facility’s occupancy soon after the Certificate of Occupancy is received in 2021.

**Recommendation #23:** Due to the size and complexity of the ARC facility and surrounding grounds, Citygate believes it will require a full-time, on-site facility Building Maintenance Engineer to ensure efficient, qualified, and responsive services and oversight of the building operation.<sup>7</sup>

**Recommendation #24:** The opening and recreation programming of the ARC facility should be phased in at LOS B in fall 2021.<sup>8</sup> This will permit a smooth transition and will allow staff time to become acquainted with the building and its systems to best serve the public.

#### 4.1.1 Proposed New Positions

**Table 5—Proposed New Positions FY 2021/22 – Facilities & Field Services Division**

Section	Position	Quantity
Building and Maintenance Services Section	Building Maintenance Engineer	1 FTE <sup>1</sup>
	Senior Maintenance Technician	1 FTE
Urban Forest & Landscape Services Section	Lead Maintenance Technician	1 FTE
	Facilities Landscape and Maintenance Superintendent <sup>2</sup>	1 FTE
<b>Division Total</b>		<b>4 FTE</b>

<sup>1</sup> New classification

<sup>2</sup> Addition of this position can be deferred until FY 2022/23

<sup>7</sup> See **Section 4—Staffing and Personnel Management** on page 39 for more information.

<sup>8</sup> As described in Table 4 on page 31.

**Table 6—Proposed New Positions FY 2021/22 – Recreation Services Division**

Section	Position	Quantity
Aquatics Services Section	Aquatics Coordinator	1 FTE <sup>1</sup>
	Senior Lifeguard (part time)	1
	Lifeguards (temporary)	15–20 <sup>2</sup>
	Aquatics Aide (temporary)	3 <sup>1</sup>
<b>Subtotal</b>		<b>1 FTE; 1 Part Time; 23 Temporary</b>
Recreation Services Section	Recreation Coordinator	1 FTE
	Recreation Specialist	1 FTE <sup>1</sup>
	Recreation Leader I (temporary)	5 <sup>3</sup>
	Park Aide (part time)	2 <sup>1</sup>
<b>Subtotal</b>		<b>2 FTE; 2 Part Time; 5 Temporary</b>
<b>Division Total</b>		<b>3 FTE; 3 Part Time; 28 Temporary</b>

<sup>1</sup> New classifications

<sup>2</sup> Final number needed is dependent upon the operating hours of the pool and the programs offered during the fall/winter months. This number will need to increase in the Phase 2 season, spring/summer 2022; anticipated up to approximately 35 to 45 to accommodate additional programming and facility use hours.

<sup>3</sup> Final number needed is dependent upon the operating hours of the facility and the programs offered during the fall/winter months. This number will need to increase in the Phase 2 season, spring/summer 2022; anticipated between 20 and 25 to accommodate additional programming and facility use hours.

**Table 7—Summary of Proposed New Positions FY 2021/22**

Division	Quantity
Facilities & Field Services Division	4 FTE
Recreation Services Division	3 FTE; 3 Part Time; 28 Temporary
<b>Total</b>	<b>7 FTE; 3 Part Time; 28 Temporary</b>

***Facility Management Roles and Responsibilities***

Citygate reviewed the roles, responsibilities, and staff assignments related to managing the ARC facility and here recommends refinements and modifications to help support the smooth and efficient operation of the facility.

**Finding #24:** Inconsistencies exist in the complexity and level of work between the three FFS Division Supervisor positions. The level of work and responsibility for the Urban Forest & Landscape Maintenance Supervisor will increase with the added responsibilities at the ARC facility and park improvements.

**Finding #25:** There is lack of clarity regarding the roles and responsibilities between the Aquatics Services Section staff and Building and Maintenance Services Section staff regarding the allocation of responsibility for the new pools' maintenance activities. Historically, the highly trained Aquatics Services Section lifeguard staff have performed routine daily maintenance activities at the pool.

**Recommendation #25:** Reevaluate the landscape functions within the organization prior to the FY 2022/23 budget cycle. Create a third Facilities and Landscape Maintenance Superintendent position for the newly delineated West Campus facilities. This is warranted due to the expanded breadth and scope of the consolidated responsibilities. This would focus the efforts of the existing Supervisor position at the site to support the expanded ARC facility operations and maintenance. The new landscape maintenance responsibilities include the green roof maintenance, the landscape biofiltration system, and the new amenities contained within the exterior grounds and landscape areas.

**Recommendation #26:** The new, third Superintendent position should have the primary responsibilities for contract administration for the West Campus facilities and would permit the FFS Division Manager to focus on Division-wide management matters.

**Recommendation #27:** Due to the greater complexity and automation of the pool disinfection, filtration, flushing, and heating systems, the responsibility for managing the systems should be assigned to the Building and Maintenance Services Section staff, who will manage the outsourced pool service contract. The Aquatics Services Section staff can support some of the routine daily activities, such as pool cover management, pH monitoring, debris vacuuming, locker room inspections and servicing, etc. This will allow the highly trained and skilled lifeguards to primarily focus on customer service, conditioning, and training, as well as concentrating their attention on priority lifesaving responsibilities.

**Recommendation #28:** Working with the City’s commissioning agent, the FRS Department Director and FFS Division staff, the Recreation Services Manager, and the Aquatics Supervisor should develop a shared responsibility *Standard Operating Procedures* for the pools’ maintenance that will delineate the specific tasks and responsibilities to be assigned to their respective staff classifications.

**Recommendation #29:** The FFS Division should assign specific roles and responsibilities to its staff as it relates to the ARC facility’s overall operation and maintenance. This will help reduce confusion and uncertainty about staff’s specific responsibilities at the ARC facility and surrounding grounds.

#### 4.1.2 Training and Development

Citygate reviewed the FRS Department employee training and development efforts. Overall, the City places a high importance on providing training opportunities and supporting employees who seek continuing education and degrees. Public agencies, such as the State of Tennessee, have shown that a commitment to ongoing training and development is worth the investment of

resources by employers.<sup>9</sup> The FRS Department provides considerable training to its employees. Some training is mandatory division wide, while other mandatory training is required to obtain a specific certificate needed to meet the qualifications for a given classification. A list of all training completed by FRS Department employees, by division, is shown in Appendix 3.

**Finding #26:** Employees confirmed that management was very supportive of them seeking and receiving training.

**Finding #27:** The City is a member of the Joint Powers Insurance Authority (JPIA). The JPIA offers its members training courses in a wide range of topics such as safety, accident prevention, and human resources.

**Finding #28:** The Human Resources Division uses an automated training and tracking system called NEOGOV Learn. Ideally, all City employee training records should be stored in NEOGOV Learn, however it has not been fully implemented and the record keeping is inconsistent. Currently, most employee training records are retained by individual departments and individual managers, which can result in inconsistency in tracking and record keeping.

**Finding #29:** The ARC facility staffing will require ongoing and current training protocols to help assure a safe environment for staff and patrons.

**Finding #30:** The Public Safety Department conducted some emergency training in 2020 for FRS Department staff.

**Recommendation #30:** Prior to the opening of the ARC facility, Recreation Services Division and FFS Division staff will need safety and emergency response and preparedness professional training to ensure the safety of the public and their employees.

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<sup>9</sup> Competing for Talent: How the Ability to Offer Meaningful Work and Continuous Learning Transforms Government into an “Employer of Choice” by Dr. Trish Holliday, SPHR, SHRM-SCP, Assistant Commissioner and State Chief Learning Officer, Tennessee State Government, Department of Human Resources: Cornerstone, 2019.

**Recommendation #31:** It is recommended that all employee training records, training schedules, and certification requirements be centralized in a 100 percent accessible and fully automated database. If NEOGOV is not an adequate platform, then one should be purchased and implemented prior to the opening of the ARC facility.

**Recommendation #32:** The staff training and certification requirements should be funded, scheduled, and monitored by FRS Department staff to assure compliance with all regulatory agencies.

**Recommendation #33:** As soon as possible, schedule staff training and certification testing during the seasonal hiring processes and during the annual facility closure periods to minimize impacts on operations while assuring completion of required certifications and training.

#### 4.1.3 Recruitment and Hiring

**Finding #31:** The Human Resources Division is ready and supportive to assist in the City’s staffing and onboarding requirements for the ARC facility while remaining in compliance with the labor memorandums of understanding.

**Finding #32:** It may take up to 90 days to recruit and hire new staff and there may be some labor market shortages in certain position classifications, such as Lifeguards.

**Finding #33:** The Human Resources Division is receptive to using external contract services to expedite the recruitment and hiring process should it need additional staffing capacity within the Division to accelerate the process.

**Finding #34:** There are inequities and inconsistencies with specific Recreation Services Division classification descriptions that prevent the City from attracting and securing the best candidates in the job market, specifically the Recreation Leader series. This condition was also identified in the Kevin J. McArdle Consulting *Future Staffing Recommendations Project* report dated December 2017.

**Recommendation #34:** The Human Resources Division, working with the FRS Department, should immediately begin the process to create the new job classifications and, following that process, begin the recruitment process for the proposed new positions to successfully open in fall of 2021. All positions should be added in FY 2021/22, except where noted.<sup>10</sup>

**Recommendation #35:** The Human Resources Division, working closely with the FRS Department, should finish the review and revision process of the Recreation Leader job classification series, including retitling the positions to be consistent with the local labor market. This action will help attract the best and brightest future employees to the City.

**Recommendation #36:** The Human Resources Division should identify which work elements can be performed by its Division staff and which tasks it does not have capacity to complete, and then initiate an outsource recruitment support contract. This will support initiating the recruitment once the decision regarding funding for the proposed positions has been made by the City Council.

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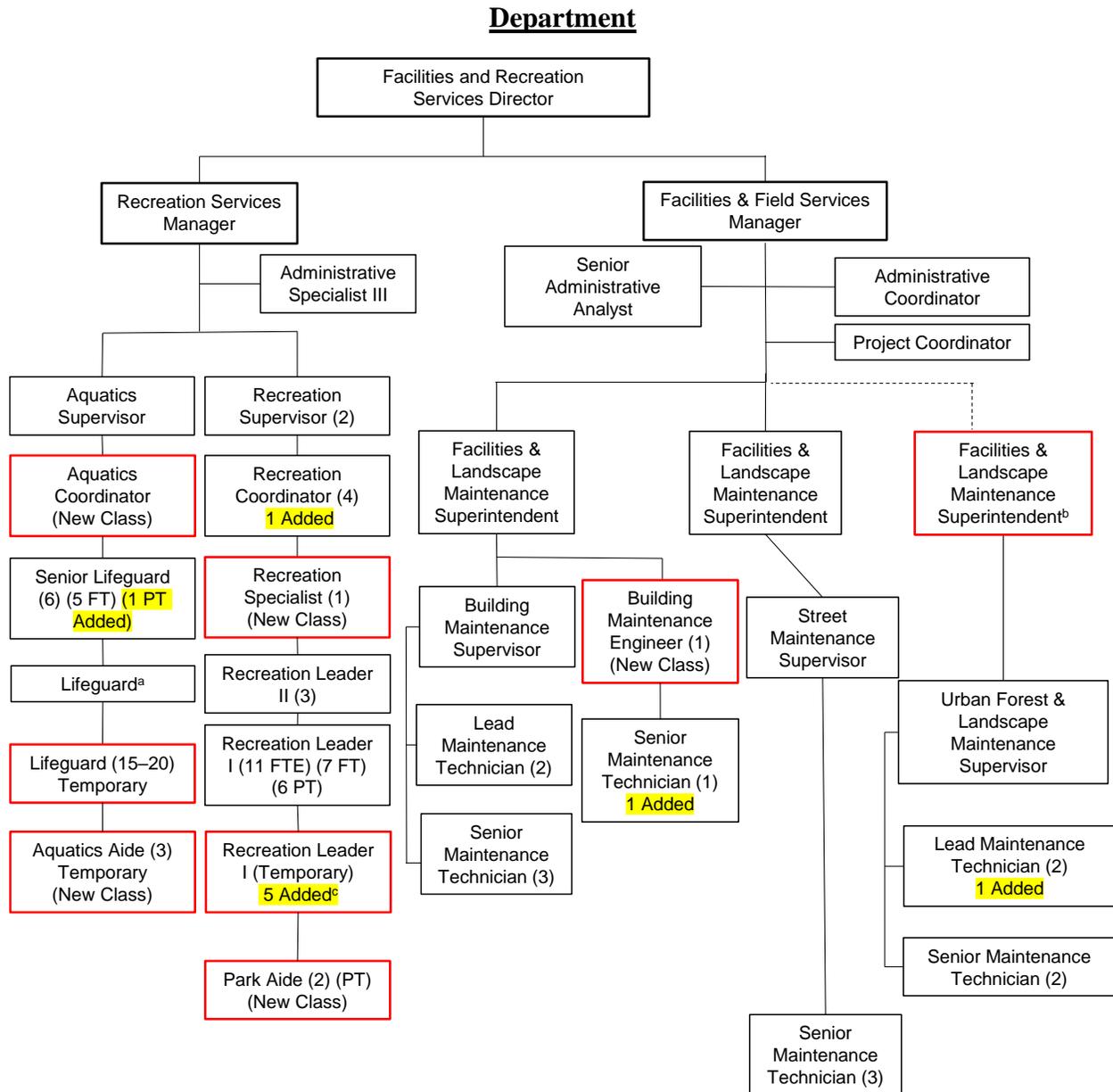
<sup>10</sup> The five new classification positions are highlighted, and sample job descriptions are included in Appendix 4.

**Recommendation #37:** Human Resources Division and FRS Department staff should develop a short-term work team to focus on the recruitment and hiring process. It will require preparation of job descriptions, outlining tasks, minimum qualifications, research on comparable positions in the marketplace, and other recruitment details. A focused effort is needed to accomplish these tasks.

**Recommendation #38:** To prepare, train, and acquaint staff with the new facility, Citygate recommends all new staff should be onboarded 60–90 days prior to opening day. With the anticipated target for opening day, staff will need to be on board by the end of July 2021.

The proposed FRS Department organizational chart includes recommended additional staff for the management of the ARC facility and the attached park facility. The proposed chart highlights five new proposed classifications and several additional positions within existing classifications recommended to open, support, and effectively provide quality service at the ARC facility’s grand opening in the fall 2021.

**Figure 3—Proposed Organizational Chart for the Facilities and Recreation Services**



\* New positions show in red highlighted boxes

<sup>a</sup> Lifeguard currently assigned to Plummer Park; it is recommended that position return to Aquatics Services

<sup>b</sup> Projected for FY 2022/23

<sup>c</sup> These are five additional temporary Recreation Leader I positions

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## *SECTION 5—CONTRACT SERVICES*

### **5.1 OVERVIEW**

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As a department in a contract city, the FRS Department manages close to 100 contracts to facilitate the operations of the City’s buildings and facilities and provides comprehensive recreation services. The optimal, most effective, and most timely management strategy to implement the additional workload generated by the ARC facility is to enhance the level of contract services in the specific functional work areas. In some cases, this will require expanding the scope of work in existing contracts and, in other cases, it will require identifying and negotiating new contracts with new service providers. Many of the new facility systems will be more complex and will require higher levels of expertise. As a result, additional skilled monitoring and contract management expertise will be needed by staff who are added to the FRS Department team.

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**5.2 CONTRACT SERVICES REVIEW AND EVALUATION**

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**Finding #35:** Some of the existing contracts will be inadequate to meet the needs of building and systems operations.

**Finding #36:** A review of the ARC facility reveals a clear expansion of management requirements and responsibilities that will be added to the FRS Department. The sheer size of the ARC facility and the complexity of the facility dictates the need for greater maintenance and support. The areas that require enhanced focus are:

**36.1: Security** – Ensuring the security of the building, the public’s safety, and the safety of City employees and contractors will be a top priority from the beginning. The ARC facility will require greater security due to the multiple ingress/egress points and vehicular flowthrough accessways. To ensure the safety of the public and employees, a comprehensive security system assessment is needed to offer secured facility access and discourage unwarranted entry. FRS Department management must negotiate, obtain, and implement a new security system that effectively tracks public movement on a 24/7 basis while respecting privacy. In addition, the security system will require greater monitoring and response protocols and working with LA County Fire and the LA County Sheriff’s Department.

**36.2: Building Systems Maintenance** – The ARC facility will require greater building cleaning maintenance, especially due to new COVID-19 disinfection protocols. Because the facility was designed with a primarily glass exterior, cleaning will be more complicated, particularly the glass walls in the pool area. There will be additional restrooms and public gathering areas, such as stairways, the lobby, the common area pool deck, community rooms, etc., that will require a higher level of janitorial services to ensure the facility is properly cleaned and maintained.

**36.3: Pools** – The ARC facility pools are nearly three times larger, in terms of overall capacity, than the prior West Hollywood Park pool. The prior pool contained approximately 142,000 gallons and the new pools will have 407,333 gallons. This will require a larger and more comprehensive contract to maintain the aquatics facilities. The City allowed its prior contract with Sea Clear Pools, Inc. to expire with the former pool facility closure in May 2020.

**36.4 Service and Accessibility Elevator** – The service elevator in the ARC facility will be used primarily by the services contractors, particularly to transport and deliver pool chemicals. However, it will also support patron transport from the locker rooms to the pool deck for those who are unable to negotiate the stairway. The elevator design poses safety and logistical challenges. Working with commissioning agent recommendations, the FRS Department will need to develop a strategy for safe and effective use of the elevator system. Also, the City needs to secure an elevator service contractor designated for the ARC facility.

**Finding #37:** The FFS Division manages in excess of 80 individual contracts. The City uses contract performance management software developed and serviced by Core Management Services (CMS). The City’s janitorial and facility maintenance contractor, DMS Facility Services, performs monthly inspections and CMS provides high-level contract compliance monitoring and metrics tabulation for contract performance for the FFS Division.

**Recommendation #39:** The City should begin work immediately to negotiate with its existing contractor, Johnson Controls, to determine its capacity to develop and integrate the new ARC facility systems into a comprehensive security and monitoring system through the Metasys program.

**Recommendation #40:** The FRS Department should formally engage the City’s Public Safety Director and the LA County Sheriff’s Department and LA County Fire offices in the development and review of the security contract scope of work and other security procedures and protocols and design the terms of the operation. Representatives from both Department divisions should be involved with the review and discussions.

**Recommendation #41:** Revise contract estimates for all ARC facility interior and exterior facilities services by April/May 2021 to incorporate the estimates into the FY 2021/22 budget projections and requests.

**Recommendation #42:** The Department should work with its preferred existing service contractors to expand their scope of work to meet the maintenance and security needs of the ARC facility.

**Recommendation #43:** There will be some existing contractors who are unable to assume the more complex maintenance and operation tasks. The FFS Division staff should identify these service areas and secure new contract cost estimates. A few examples are the expansion of the window cleaning contract to maintain the 20,000 square feet of window surfacing on the building, elevator servicing, and the green roof maintenance system.

**Recommendation #44:** Where possible, the City should migrate to multiple-year contracts (three- to five-year) to reduce contract turnover and the administrative work required to administer the contracts. Appropriate and specific performance metrics and measurements should be included to ensure high-quality work and stringent termination clauses for non-performance.

**Recommendation #45:** A high priority is to bid out the pool maintenance functions, which may require more than one contract. The contract should include the functions to refill the carbon dioxide system tank on a timely schedule. The CO<sub>2</sub> system (used to balance the pH of the water) will be a new treatment routine for the City, and staff training will be required to understand and monitor the system prior to the facility opening.

**Recommendation #46:** Prior to the opening of the ARC facility, the existing electrical service contract should be expanded to include the maintenance of the ARC facility's diesel-fueled generator. The generator will provide standby power during ARC facility electrical outages. The contract should specify fuel system maintenance, including replenishment and condensate removal, inspection and maintenance of the automatic transfer switch mechanism, regular start-up inspections, and battery maintenance.

**Recommendation #47:** Reevaluate the written performance criteria and benchmarks as the FFS Division reviews and revises its scope of work bidding documents for the building systems contracts. The standards should be clear and realistic and reflect industry measurements based on the building commissioning recommendations provided by the City's CBRE|Heery commissioning agent. Replace service contractors that are unable to deliver higher levels of service.

**Recommendation #48:** Enhance the janitorial services contract and increase the number of day porters to meet the higher demand for disinfection due to COVID-19. The City currently secures its day porters through its DMS Facility Services contract. It is recommended that three to five additional day porters be added to provide weekly coverage for the building maintenance and support of building operations, including recreation services delivery. The divisions should work together reviewing the janitorial service contract scheduling and staffing.

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# *SECTION 6—FINANCIAL PLANNING, POLICIES, AND PROCEDURES*



Citygate was asked to provide a high-level assessment of the ARC facility’s financial operation. In particular, the scope of work identifies the review of revenue and expense proforma, the Schedule of Fees and Charges, and the potential for instituting a scholarship program. Before examining the ARC facility’s specific financial proforma, an analysis of the FRS Department, Recreation Services Division, and the Aquatics Section was completed.

## **6.1 OVERVIEW OF FINANCIAL ACTIVITY**

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The FRS Department consists of two divisions: Recreation Services and Facilities & Field Services. It also contains an administration function. The total FY 2020/21 budget for the FRS Department is approximately \$19.5 million, with approximately \$12 million related to the General Fund. The Recreation Services Division is responsible for the operation of the aquatics services at the ARC facility, excluding grounds and building maintenance, which is the responsibility of the FFS Division.

For FY 2019/20, the Recreation Services Division generated approximately \$301,200 in General Fund revenues through fees and charges related to the use of the various City recreational facilities. This revenue was partially offset in the amount of approximately \$59,600 related to commissions paid to ActiveNet, the company used by the City to process credit card transactions and manage the Department's automated program registration and facility reservation activities. Net of these commissions, approximately \$241,500 was realized by the City in FY 2019/20. In the prior year, FY 2018/19, approximately \$561,700 in revenues were received with approximately \$114,900 paid in commissions, resulting in a net revenue of approximately \$447,000. This approximately 46 percent decrease between FY 2018/19 and FY 2019/20 was caused, primarily, by the effects of COVID-19 and the early closure of the facility in May 2020 to accelerate the construction of the new ARC Facility.

FY 2019/20 expenditures for the Recreation Services Division totaled approximately \$4.63 million, as compared to a revised budget of approximately \$4.62 million. For the prior year, FY 2018/19, actual and revised budgeted Recreation Services Division expenditures totaled approximately \$4.38 million and approximately \$4.4 million, respectively.

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## **6.2 PLANNING, POLICIES, AND PROCEDURES ANALYSIS**

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### **6.2.1 Cost Allocation Process**

The practice used by the City is to reflect all direct costs and some overhead costs (e.g., janitorial, utilities, building maintenance, etc.) to City divisions, such as the Recreation Services Division. However, the cost allocation method is not applied to specific functions within the division, such as the Aquatics Services Section function. Therefore, the current budget does not fully reflect the total cost per function (e.g., personnel and services/supplies applicable to the Aquatics Services Section and activities). Consequently, Citygate worked with City staff to estimate total costs of specific ARC facility functions. The benefits of delineating the costs of the Aquatics Services Section functions include the following:

- ◆ Easily monitor the Aquatics Services Section functions within the ARC facility and track its operational success
- ◆ Understand the General Fund support provided
- ◆ Quickly identify specific funding issues and allow for the development and implementation of plans to address those issues

### **6.2.2 Financial Planning**

#### *Aquatics and Recreation Center Proforma Overview*

Identification of the potential costs related to the new ARC facility was preliminarily developed by staff in early 2019. However, due to various factors, one being COVID-19 pandemic and the

subsequent construction delays, the update to the proforma was deferred until the initiation of this study. Working with FRS Department staff, an updated operational costing and analysis was prepared by Citygate to develop a long-term operational proforma.

This deliverable is beneficial as it will illustrate and project the financial results for the new facility and will specifically delineate and project the revenue and expenditures attributed to the Aquatics Services Section functions within the ARC facility. A long-term operational proforma is considered a best practice in municipal financial management to help monitor and quickly identify operational results. In addition, the City can make more informed financial decisions should future operational adjustments need to be made. This is particularly true for major projects and programs such as the new ARC, which will require substantial General Fund subsidies, especially for the Aquatics Services Section functions.

### *ARC Facility Proforma Assumptions*

The proforma was developed using a 29-year period beginning with the FY 2021/22 anticipated opening year of the new ARC facility to include the maturity of the outstanding 2016 and 2020 bonds issued to construct the new facility. Two pre-ARC facility opening fiscal years (FY 2019/20 and FY 2020/21) are provided to give context for comparison purposes utilizing similar ARC facility phased opening assumptions. The proforma assumes the ARC facility will be completed and opened in fall 2021. The goals of the proforma are:

- ◆ To identify all revenues and expenditures specifically associated with the new and expanded facility to provide a total reflection of the recreation, aquatics, and facility amenity functions.
- ◆ To determine the financial performance of the aquatics services operation, in the beginning of ARC facility operation, to provide a more complete picture of the operational results and to establish historical benchmarks.

The expanded proforma is included as Appendix 5 of this report.

### *Revenues*

Revenue assumptions include the following:

- ◆ Revenue growth will be flat in FY 2020/21 (numbers rounded); FY 2021/22 amount reflects FY 2018/19 levels to adjust for COVID-19 impacts. FY 2022/23 growth by 2 percent due to opening of the new facility will be partially offset by continued COVID-19 restrictions, then will be 4 percent thereafter.
- ◆ Fees and charges rates remain constant. Revenue growth results from increased activity.

- ◆ Revenue projections are based on the City’s current adopted Schedule of Fees and Charges.
- ◆ Cost recovery for aquatics, recreation, and facilities rental remain at 10 percent and 11 percent as determined by the MGT of America user fee study for FY 2016/17.
- ◆ COVID-19 restrictions are projected to end by FY 2023/24.

### *Cost Recovery and General Fund Subsidies*

Based on the most recent 2015 comprehensive fee study conducted by an external consultant hired by the City, the City is recovering approximately 10 percent of aquatics-related FY 2015/16 costs and approximately 11 percent of recreation facility use-related FY 2015/16 costs through current fees and charges. The City, as is the case with other agencies, must balance cost recovery with the price tolerance of users when setting recreation fees and charges. Based on Citygate’s review of the financial information provided by City staff, approximately 95 percent of the City’s Recreational Services Division expenditures were subsidized by the General Fund in FY 2019/20. This level of funding is not uncommon for recreation-related services. A very high-level comparison of several cities reflected subsidy levels ranging between 82 percent and 95 percent. However, given the increased operational costs anticipated with the construction and operation of the new ARC facility, consideration should be given to increasing fees to at least maintain the current cost recovery levels and potentially establish new fees for those services currently provided at no charge. One example provided by staff included the current City practice that customers ages 55 and over swim at no cost. Per staff estimates, over 2,500 patrons are taking advantage of this practice per year.

### *Expenditures*

Expenditure assumptions include the following:

- ◆ Fringe benefits (retirement, health, etc.) comprise 42.6 percent of wages based on FY 2019/20 Recreation Services Division financial report.
- ◆ Costs assume no vacancies.
- ◆ Employee rate cost of living increases 1.5 percent in FY 2020/21; 2 percent in FY 2021/22–2026/27; and 4 percent thereafter.
- ◆ Static overtime, leave, workers compensation, etc., use patterns.
- ◆ Costs for FY 2019/20 and FY 2020/21 for contracted services / maintenance and utilities / other operational costs to be 20 percent of estimated FY 2021/22 costs due to closure of existing facility, except for ground maintenance, which is 90 percent of post-opening cost.

## West Hollywood, CA

### *Aquatics and Recreation Center Staffing and Operations Plan*

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- ◆ FY 2021/22–FY 2023/24 ARC facility contract-related and utilities cost estimates are from City staff as reflected in the updated estimated new center cost spreadsheet provided to Citygate.
- ◆ Contractor cost of living adjustment is 5 percent from opening and thereafter.
- ◆ Other operating expenses growth is 2 percent annually.
- ◆ Utilities and other system maintenance cost of living adjustment is 5 percent.
- ◆ Annual operating and capital reserve contribution is equal to 2 percent of operating expenditures, beginning with the ARC facility opening.
- ◆ Cost allocation for the ARC facility equal FY 2019/20 estimated aquatics center operating expense (\$5.5 million) as a percentage of total FRS Department FY 2019/20 revised General Fund budget (\$15.9 million) equals 35 percent applied to total CAP cost per the Wildan FY 2019/20 study to allocation to FRS Department (\$9.1 million). \$9.1 million times 35 percent equals \$3.2 million. Citygate used 35 percent of this amount (\$1.1 million) to be more realistic in this proforma. Growth rate is flat FY 2022/23, then 2 percent thereafter.
- ◆ Initial equipment and capital addressed with lease revenue bond proceeds and not included in the proforma.
- ◆ Debt service amounts reflect the total for 2016 lease revenue bonds. There is a minimal amount of debt service resulting from the approximately \$1.2 million of proceeds used for the Werle Building improvements and 46 percent of the total debt service for the 2020 lease revenue bonds, per City staff calculation.
- ◆ Personnel costs consist of existing personnel and do not include any proposed new personnel, pending final decisions regarding the addition of new FTE positions.

Since Aquatics Services Section personnel costs historically are not itemized in the regular financial reports, Citygate requested additional reports from the City's payroll system to develop personnel costs specifically for the Aquatics Services Section. The reports provided the wage cost for aquatics personnel to which Citygate applied the fringe benefit of 42.6 percent, which was the fringe benefit percentage for the FY 2019/20 Recreation Services Division as a whole. Personnel cost estimates reflect full existing staffing, current overtime and leave usage, and conservative cost-of-living increases as outlined in the applicable labor agreements.

The estimates for contracts and other operating expenses reflect moderate growth over the next 30 years. Since the City extensively uses contractors to perform many operational needs, it is difficult to accurately determine how these costs will be impacted by future decisions of the City and market fluctuations. However, the proforma can be easily updated as trends become clearer.

To develop a proforma that provides operational information reflecting an ARC facility stand-alone function, additional cost items were included. These items included:

- ◆ Citywide Overhead Cost Allocation – These costs include overhead such as City Manager, Finance, Legal, City Clerk, etc. To develop an estimate for the proforma, Citygate used the recent cost allocation plan developed by Wildan, which calculated the total Citywide overhead allocation for the FRS Department at approximately \$9.1 million. The assumptions and calculation used are outlined in the assumptions discussion previously.
- ◆ 2016 Lease Revenue Bonds and 2020 Lease Revenue Bonds Debt Service – In 2016, the City issued approximately \$85 million of lease revenue bonds to refund bonds issued in 2009 to fund Phase 1 of the ARC facility project and to provide funding for Phase 2 of the project. The 2016 bonds also included a small amount for other improvement projects. As discussed previously, the objective of the long-term proforma is to provide a view of the ARC facility project as a stand-alone operation and so the debt service for the bonds issued for the project should be included. Since the debt service attributable to the other improvement is minimal, the debt service amount for the 2016 lease revenue bonds is included in the proforma. In 2020, the City issued additional lease revenue bonds in the amount of approximately \$80 million in two series. Per City staff, approximately 46 percent of the bond proceeds will be used for the ARC facility project. Consequently, Citygate included 46 percent of the 2020 lease revenue bonds debt service in the ARC facility proforma.
- ◆ Operating/Capital/Equipment Replacement Reserve – The proforma assumes that all initial capital improvements and equipment will be funded with proceeds of the 2016 and 2020 lease revenue bonds and other City funding. However, capital improvements and equipment will need to be replaced in the future as it depreciates. It is also prudent to set aside funding for an operating reserve assuming a stand-alone operation. To address this, the proforma includes an annual operating/capital/equipment reserve contribution cost. Although creation of an operating/capital/equipment reserve is a best practice, the amount is usually determined after an analysis of the usage frequency and other factors. For the purpose of this proforma, a simple 2 percent of annual operating expenditures was used.

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Facility Proforma Summaries – FY 2020/21–FY 2049/50

**Table 8—ARC Facility Proforma Summary – FY 2020/21–FY 2049/50**

Component	FY 2020/21	FY 2021/22	FY 23–FY 27	FY 28–FY 32	FY 33–FY 37	FY 38–FY50
Total Operating Revenues	241,900	447,007	2,489,285	3,028,596	3,684,750	13,761,948
Total Operating Expenses	6,234,597	8,754,255	45,943,230	54,987,077	67,150,893	254,248,395
Total Operating Surplus/(Loss)	(5,992,697)	(8,307,249)	(43,453,945)	(51,958,480)	(63,466,143)	(240,486,448)
Total Other Sources/(Uses)	(5,934,614)	(8,601,483)	(40,152,558)	(38,688,852)	(38,398,811)	(64,485,265)
Total Aquatics Center Net Surplus/(Loss)	(11,927,312)	(16,908,732)	(83,606,503)	(90,647,332)	(101,864,953)	(304,971,711)
Required General Fund or Other Fund Subsidy to Fully Fund Operations	11,927,312	16,908,732	83,606,503	90,647,332	101,864,953	304,971,711

**Table 9—ARC Facility (Aquatics Function Only) Proforma Summary – FY 2020/21 through FY 2049/50**

Component	FY 2020/21	FY 2021/22	FY 23–FY 27	FY 28–FY 32	FY 33–FY 37	FY 38–FY50
Total Operating Revenues	177,600	328,235	1,820,246	2,214,607	2,694,408	10,063,180
Total Operating Expenses	2,493,904	3,452,054	17,403,037	20,700,174	25,181,240	94,606,813
Total Operating Surplus/(Loss)	(2,316,304)	(3,123,820)	(15,582,792)	(18,485,567)	(22,486,831)	(84,543,633)
Total Other Sources/(Uses)	(1,780,384)	(2,596,960)	(12,118,169)	(11,690,737)	(11,620,363)	(19,712,225)
Total Aquatics Center Net Surplus/(Loss)	(4,096,689)	(5,720,780)	(27,700,960)	(30,176,303)	(34,107,194)	(104,255,857)
Required General Fund or Other Fund Subsidy to Fully Fund Operations	4,096,689	5,720,780	27,700,960	30,176,303	34,107,194	104,255,857

### *ARC Facility Proforma Evaluation and Conclusions*

Table 8 provides a summary of the detailed proforma based on the assumptions previously discussed based on an ARC facility stand-alone premise. This table reflects estimated ARC facility financial activity anticipated for FY 2020/21 (fiscal year prior to the anticipated opening fiscal year of the new facility) and FY 2021/22 (opening fiscal year of the facility), followed by estimated financial activity in three five-year increments and one 13-year increment.

As indicated in Table 8 for FY 2021/22 when the new facility is expected to open, approximately \$16.9 million in General Fund subsidy would be required compared to an FY 2020/21 estimated subsidy of approximately \$11.9 million. The increased General Fund subsidy is caused, primarily, by an approximately \$2.6 million increase in debt service per the bond amortization schedule, an approximately \$175,000 first-time contribution to the operating/capital/equipment replacement reserve, and approximately \$2.2 million of increased operational costs associated with the larger facility. It is anticipated that approximately \$205,000 of this increase will be offset by additional revenues.

The 2016 lease revenue bonds were issued with a declining amortization schedule and maturing in 2046. Additionally, per information supplied by the City, approximately 46 percent of the proceeds from the 2020 lease revenue bonds were also used for the ARC facility project. Consequently, Citygate included 46 percent of the 2020 lease revenue bond debt service in the proforma. The 2020 lease revenue bonds also mature in 2046. However, even accounting for this in the proforma, it is estimated that the City's annual General Fund subsidy for the new ARC facility operations will range from approximately \$16.9 million in FY 2021/22 to approximately \$23.9 million in FY 2049/50.

Table 9 shows a summary of the Aquatics-Services-Section-only proforma provided in Appendix 6. The aquatics-function-only proforma is based on all the previously discussed information with the following revisions:

- ◆ The cost allocation calculation for the ARC facility was determined by using the FY 2019/20 budget and estimating the ARC facility operating expense at \$2.2 million, as a percentage of the total FRS Department FY 2019/20 revised General Fund budget of \$15.9 million. This percentage of 13.8 percent was applied to the total cost allocation plan cost per the Wildan FY 2019/20 study that allocated the total amount of \$9.1 million to the FRS Department. The \$9.1 million was multiplied by 13.8 percent, which equals \$1.3 million. Citygate used 35 percent of this amount (\$440,000) to be more realistic in this proforma. Growth rate is assumed to be flat in FY 2022/23, then 2 percent thereafter.
- ◆ Debt service reflects 30 percent of total for 2016 lease revenue bonds given the minimal amount of debt service resulting from the approximately \$1.2 million of

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proceeds used for the Werle Building improvements and 20 percent of 46 percent of the total debt service for the 2020 lease revenue bonds per City staff calculation.

- ◆ Personnel cost consists of existing personnel as reflected in the special personnel report for Aquatics Services Section personnel only provided to Citygate.
- ◆ Contract service cost allocation is based on the distribution of 30 percent of the total Department contract services amount and is estimated based on the square feet of the ARC facility that will be dedicated to the Aquatics Services Section. 100 percent of the cost for the pool's maintenance contract is also included in the proforma amount.
- ◆ Personnel costs consists of existing personnel and does not include any proposed new personnel, pending final decisions regarding adding new FTE positions.

Based on the assumptions used for the aquatics-function-only proforma, the City's annual General Fund subsidy would range from approximately \$5.7 million in FY 2021/22 to approximately \$8.4 million in FY 2049/50.

Based on updated information, the City could update these proforma models and use the information provided to determine if the level of subsidy is acceptable or if plans should be developed to increase revenues through fee increases/additions, or reduction of expenditures, or a combination of both to reduce the subsidy from the General Fund.

**Finding #38:** Historically, financial activity related to the Aquatics Services Section is combined into the overall Recreation Services Division programming activity, maintenance, and supplies budget. No proforma for the Aquatics Services Section has been completed for a multiple-year operational outlook.

**Finding #39:** During the FY 2020/21 budget process, the City Council recognized that the completion of the new West Hollywood Park and the opening of the new ARC facility in FY 2021/22 will entail establishing and supporting new programs and operations.

**Finding #40:** Historically, the City Council's willingness to provide subsidies without appropriate cost recovery through fees and charges promotes an approach to add new programs/processes with less regard to the cost related to the provisions of the services.

**Finding #41:** Currently, there are residency verification issues with some of the non-profits reluctant to validate residency of participants. The current requirement is that non-profit organizations must have 51 percent of their membership who are West Hollywood residents to receive the residency fee rate. Staff are currently not validating residency due to ambiguity with the policy.

**Recommendation #49:** The financial activity of the new ARC facility should be accounted for in a separate program, division, or fund within the FRS Department to ensure that all costs and resources related to the new facility are easily determined and necessary operational adjustments can be identified and implemented. This should also include accounting separation for the Aquatics Services Section and activities function within the Division.

**Recommendation #50:** The City Council should establish a formal cost recovery goal for recreation fees and charges to help balance the cost to general taxpayers and potentially reduce the General Fund subsidy requirement over time. The policy should consider resident versus non-resident cost recovery goals.

**Recommendation #51:** A new Schedule of Fees and Charges should be adopted by the City Council during the FY 2021/22 budget process, incorporating the ARC facility programs, services, and rental opportunities to provide clarity to all user groups and individuals prior to the opening of the ARC facility in fall 2021. The revised schedule should include the cost recovery policies.

**Recommendation #52:** ActiveNet should be used to implement the revised and updated Schedule of Fees and Charges with an emphasis on verification procedures and documentation.

### 6.2.3 Policies and Procedures

#### *Fee Reduction/Waiver Practices*

The City lacks a formal comprehensive fee waiver policy which can negatively impact the City's ability to earn and account for its revenue generation at the new ARC facility. Per discussions with

staff, waiving of recreation fees have been inconsistently applied due to the lack of a Citywide policy.

**Finding #42:** There have been arbitrary and indiscriminate fee waivers or reductions due to the lack of a comprehensive and defined City Council policy. This practice has resulted in staff confusion and uncertainty regarding how and when to reduce or waive a particular fee for an individual or organization. It has also placed staff in the difficult situation of explaining to customers when and why some fees/charges are reduced or waived, and other fees are not.

**Finding #43:** Although a partial policy relating to fee reduction/waiver requests was adopted by the City in February 2017, it is not comprehensive, has not fully addressed the issues, and has been inconsistently applied. Best practice in public park and recreation agencies is to customarily institute a formal fee waiver policy as directed by the governing policy makers.

**Finding #44:** The City has inadvertently sacrificed potential earned revenue from this past practice, and it is inconsistent with the annual Schedule of Fees and Charges review process.

**Recommendation #53:** A comprehensive fee reduction/waiver policy should be developed, reviewed, and formally adopted by City Council.<sup>11</sup>

**Recommendation #54:** The outcome of the comprehensive fee reduction/waiver policy should be implemented in ActiveNet for staff to easily and consistently apply at the ARC facility and across all Department operations, according to City Council direction.

**Recommendation #55:** All applicable staff should be trained on the comprehensive fee reduction/waiver policy and held accountable for its consistent application.

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<sup>11</sup> Examples of a fee reduction/waiver policy, procedures, and applications are provided as Appendix 7.

***Scholarship Program Policy***

Whereas the fee waiver policy discussed pertains to fees and charges, such as pool or facility use, it is common for recreation departments/divisions to offer scholarship programs to assist low-income residents to participate in various recreation programs, such as summer camp, before- or after-school programs, swim lessons, etc.

As a part of this engagement, Citygate was asked to assist the City in the development of a scholarship program policy. To accomplish this task, Citygate reviewed scholarship programs of several cities, including Pasadena, CA; Reno, NV; Santa Monica, CA; Beverly Hills, CA; Burbank, CA; and Glendale, CA. A summary is provided in the following table.

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**Table 10—Scholarship Program Comparison – As of FY 2020/21**

City	Pop. <sup>1</sup>	Poverty Rate below Poverty Line <sup>2</sup>	Day Camp	After School	Swim Lessons	Available Individual/Family Scholarship through Program
Pasadena	144,842	11.0%	\$25 non-refundable registration Resident: \$30–\$100 weekly Non-Resident: \$102.50–\$200 weekly	\$30 weekly	Resident: Half hour private, under 18, \$35 Non-Resident: \$50 Resident: 18+ \$35 Non-Resident \$50	No cap. First come, first served until exhaustion of funds. 50% of registration fees or swim lesson fees.
Reno, NV	255,170	12.6%	Summer Discovery \$50–\$125 weekly Youth Sports Camp \$100–\$150 weekly	\$65 weekly	Semi-private: \$55/hr. Private: \$65/hr.	\$500 cap/individual/year. 20%, 40%, and 60% of program cost, depending on income levels.
Santa Monica	92,357	11.0%	Resident: Full day \$245 weekly Non-Resident: Full Day \$272 weekly Resident: Half day \$152 weekly Non-Resident: Half Day \$169 weekly	\$82 weekly	Resident: \$53/session Non-Resident: \$105/session	\$350/child/quarter. Discounts applied to cap vary based on program and income levels
Beverly Hills	33,775	8.3%	N/A	N/A	N/A	\$200/person or \$400/household for programs other than Adventure Camp, which is \$1,000/person or \$2,000/household per year. Max. discount is 50%
Burbank	105,861	10.7%	N/A	After School Daze Appx. 40 weeks from 2–6 daily \$1,100 or \$27.5 weekly	Private: \$150/week	\$400/individual and \$1,200/household/year.
Glendale	205,331	12.7%	Spectacular Camp Resident: \$150 weekly Non-Resident: \$165 weekly	N/A	Private: \$30	100% discount for registration fees, lottery used if more eligible individuals than available space, or 10% discount on reg. fees to \$150/child/quarter max
West Hollywood	36,203	11.7%	<b>\$150 per week</b> <b>\$75 weekly per individual deposit required</b>	<b>Tiny Tots</b> <b>2 days/week: \$120</b> <b>4 days/week: \$240</b>	<b>Child only, 4 lessons/session: \$50/lesson</b>	<b>N/A</b>

All comparison agencies that currently have a scholarship program require applicants to meet income levels based on federal low-income definition. Charges for major recreation programs (does not reflect all programs).

<sup>1</sup> Per latest California Department of Finance estimates and Nevada Department of Taxation estimates.

<sup>2</sup> 2019 per census report website.

Some common requirements of the programs reviewed include:

- ◆ Must meet certain low-income requirements
- ◆ Must be a resident of the city
- ◆ Capped funding level for individual and family scholarships
- ◆ Set funding level for all scholarships that will be distributed in the city
- ◆ Scholarships awarded based on completion of appropriate form and validation of eligibility on a first-come first-served basis or lottery system
- ◆ Scholarships are awarded for one year and can be renewed if eligibility exists

All the cities reviewed, except for Beverly Hills, had a 2019 poverty rate within approximately 1 percent of the City of West Hollywood’s 11.7 percent per the Census Report website. The Census Report group is an independent organization which develops city demographic and economic data based on different sources, including the US Census Bureau. The Beverly Hills 2019 poverty rate was 8.3 percent. It should be noted that, although not identical, all the cities reviewed by Citygate provide a scholarship program to assist low-income resident to participate in the various recreation programs.

The guidelines and registration forms are consistent among the agencies reviewed, so using any one of them as a base to add revisions based on the specifics relevant to West Hollywood would be a good start to developing a scholarship program. The City would need to determine what levels it wants to have scholarships apply, including individual and household caps, and at what level of fees the scholarship would be applicable. Citygate would recommend initially taking a “middle-of-the-road” approach given the new facility. Even though the scholarship program would impact recreation programs at other existing City facilities, the new ARC facility will likely conduct the majority of recreation activity once opened. Citygate believes establishing an initial upper limit of \$500 per individual and \$1,500 per household per year is an appropriate starting point. The recommended level would be to initially provide scholarships equal to 50 percent of the applicable recreation program fees.

Appendix 9 provides sample scholarship program procedures and applications based on Citygate suggestions that can be revised as the City believes appropriate.

**Finding #45:** The City currently does not offer a formal scholarship program to its residents to assist those who are financially disadvantaged.

**Finding #46:** It is best practice in the public park and recreation field to establish and offer a scholarship program to its residents to support ease of access to park and recreation services for its residents

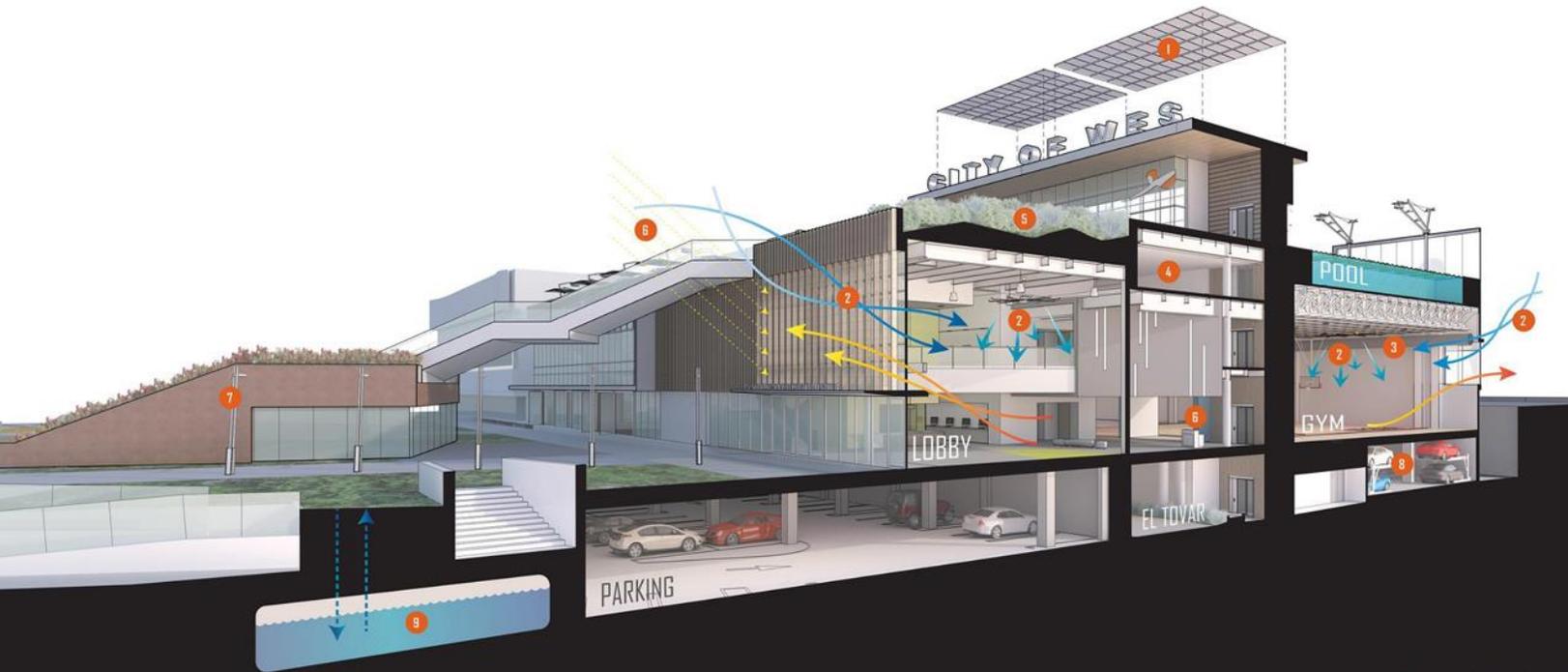
**Recommendation #56:** The City should develop a formal scholarship program that is reviewed and formally adopted by City Council. The City should consider establishing scholarship caps of \$500 per qualified individual and \$1,500 per qualified household per year and should require proof of residency and eligibility.

**Recommendation #57:** A review of the scholarship program should occur annually to document and evaluate the participation rates, dollar amounts provided, and programs most requested to be supported by scholarship assistance.

**Recommendation #58:** The scholarship program policy should also include the addition of an automatic inflation index provision to support the City's cost recovery goals, balanced with supporting financially disadvantaged patrons.

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# SECTION 7—FACILITY MANAGEMENT STRATEGIES



Citygate was requested to provide a high-level evaluation of the City’s existing organizational methodology for Citywide facility management, in particular as it relates to the future management of the ARC facility. The FFS Division is responsible for building maintenance, facility systems, landscape and grounds maintenance, and repairs for the facilities located in close proximity to the new ARC. The facilities located in this area include:

- ◆ Library/Civic Building (625 N San Vicente Blvd.)
- ◆ Five-story parking structure and a single-story parking garage (625 N San Vicente Blvd.)
- ◆ Werle Building (626 N Robertson Blvd.)
- ◆ Log Cabin (621 N Robertson Blvd.)
- ◆ Leased office suites (8916 Santa Monica Blvd.)

- ◆ Street-level parking lot (617 N Robertson Blvd.)
- ◆ City-owned open space, two dog parks, outdoor basketball courts, and support facilities

There are different models for organizational structures applied in a facility management organization. One of these is a *Zone* or *Division Services* model that allocates or concentrates specific needed staff and contract services resources to a group or collection of similar type facilities or project categories within a particular geographic area. Another type is the *Functional Services* model, which divides and groups staff resources into particular skill sets and functions and the groups perform work assigned to their functional group, regardless of location.

**Finding #47:** The City currently uses a hybrid *Zone* and *Functional Services* model in its facility management.

**Finding #48:** There is a lack of clarity regarding the roles and responsibilities related to facility maintenance between some of the landscape maintenance staff and the building maintenance technicians. This has resulted in confusion regarding who is responsible for specific work assignments and completion of required tasks and duties.

**Finding #49:** If the City agrees to fully transfer to a *Zone* or Campus management model for the facilities located in and around the ARC facility, Citygate recommends a review of the FFS Division organization structure, assignments, and staffing levels to organize the facility management work around this concept.

**Finding #50:** The ARC facility is the City's largest and most complex facility. There are numerous facility systems that will keep the ARC facility functioning including electrical, lighting, air conditioning, heating, building security, and pool systems. The high level of service needed to keep the facility properly functioning demands constant monitoring and support.

**Recommendation #59:** Due to the concentrations of City-owned or managed facilities near the ARC facility and the interrelationship between them, Citygate suggests a *Zone* management concept be instituted and this area be designated the “West Campus District.” This will provide a holistic approach to facility management, resource allocation, and staff assignments. This methodology will help unify the staff’s focus on making sure the ARC facility in its totality is managed as one facility and not in a fragmented approach.

**Recommendation #60:** The *Zone* management model is only recommended for the FFS Division activities and not the Recreation Services Division functions.

**Recommendation #61:** With the addition of new staff and contract services, the roles and responsibilities for all staff related to facility, landscape, and grounds operation and maintenance need to be clearly defined and communicated to the FFS Division employees. This includes defining the staff’s responsibilities to observe and approach the ARC facility holistically while still working within their job classifications.

**Recommendation #62:** Citygate suggests expanding the scope of work for the service contracts to include like-type maintenance activities for all the facilities in the newly established West Campus District. This may provide greater economies of scale for the successful contractor and save money for the City.

**Recommendation #63:** The FRS Department should plan on performing its major facility work and employee training, as much as reasonably possible, overlapping with the anticipated ten days or two weeks a year the facility is closed. This will provide staff focused time to complete the required maintenance work at the facility and assure proper and required training for staff.

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## *SECTION 8—OTHER BUDGETARY CONSIDERATIONS*



Citygate has often found that information and feedback outside the scope of work is discovered during project interviews, research, and evaluation phases. Citygate offers the following information without assessment or context for the City’s consideration.

**Recommendation #64:** There is a need for a small cargo van or similar vehicle that has dedicated use at the new facility to transport materials, supplies, and small equipment between facilities. It can be obtained through a lease or purchase option.

**Recommendation #65:** There is a need for other miscellaneous small equipment dedicated to the site to operate and maintain the facility. Examples include a small forklift, pallet jack, or small portable vertical lift, a riding scrubber for efficient surface and bollard cleaning, etc.

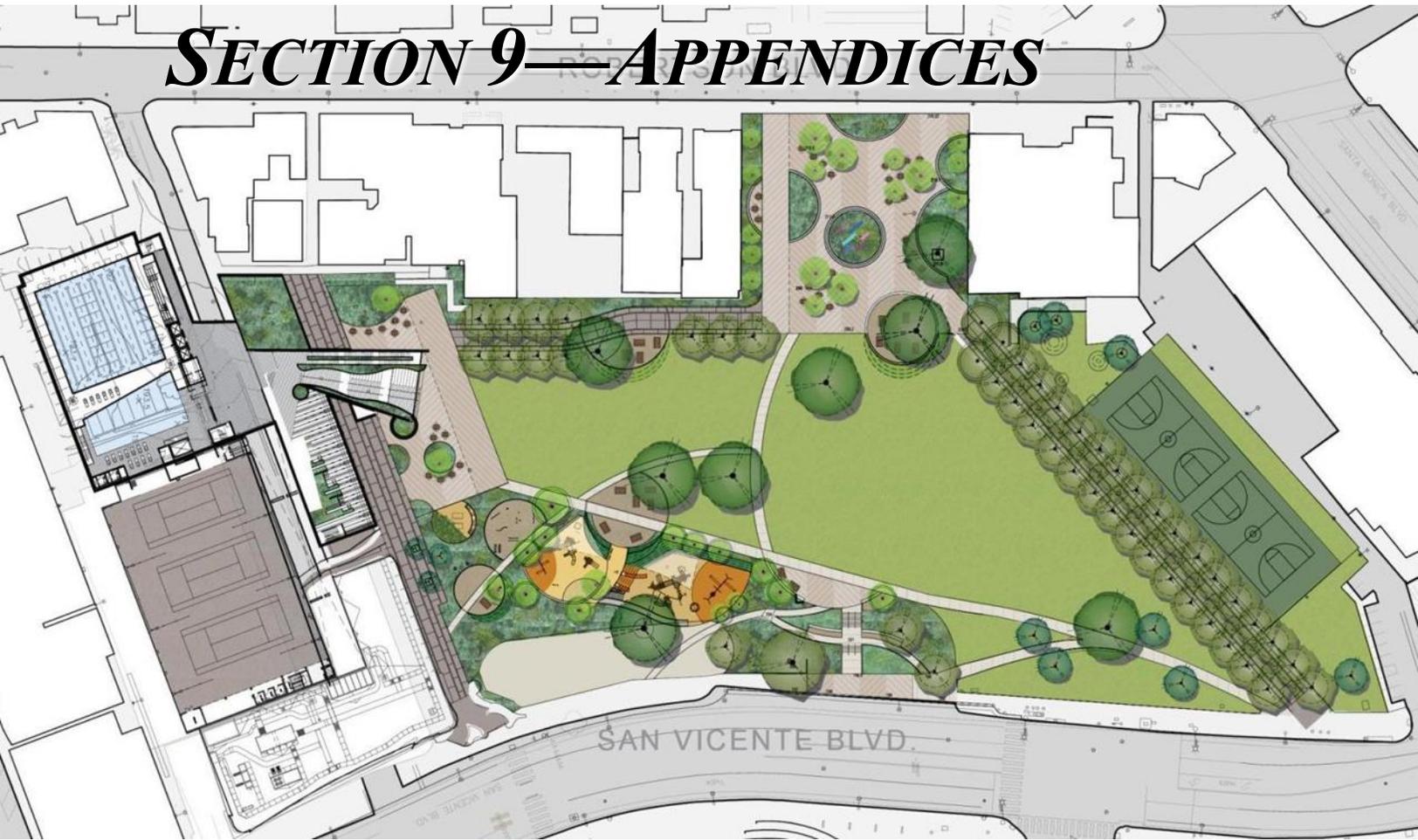
**Recommendation #66:** There is a need for a comprehensive equipment inventory documenting, monitoring, and control system at the site. It could be integrated into the City's CMMS Cartegraph system to facilitate work order identification, tracking, and completion.

**Recommendation #67:** The FRS Department uses ActiveNet automated recreation and facility reservation and program registration systems. Citygate recommends the purchase of additional modules, such as the *FlexReg* option, to support the up-to-date customer database, support programming efficiencies, and enhance the users' access to the ARC facility's programming opportunities.

**Recommendation #68:** The need for improved wayfinding signage, particularly between the library parking and ARC facility valet parking, was referenced. Citygate understands this work is part of the post construction follow-up work to be completed.

**Recommendation #69:** The City has no capital replacement schedule for the major equipment and system components that will be installed in the ARC facility. Although included as an assumption in the ARC facility proforma provided in this report, there is a need for a Citywide, City-Council-approved policy.

# SECTION 9—APPENDICES



Appended to this report are the following appendices.

**Appendix 1:** Action Plan and Prioritization Summary

**Appendix 2:** Sample Recreation Program Inclusion Services Policy and Procedures

**Appendix 3:** Facility and Recreation Services Department – Training and Certifications by Division

**Appendix 4:** Sample Proposed New Classification Job Titles and Descriptions

**Appendix 5:** Expanded ARC Facility Financial Proforma

**Appendix 6:** Expanded ARC Facility Financial Proforma – Aquatics Function Only

**Appendix 7:** Sample Fee Reduction/Waiver Policy, Procedures, Applications

**Appendix 8:** Existing List of Groups Receiving Fee Reduction/Waivers

**Appendix 9:** Sample Scholarship Program Policy, Procedures, and Applications

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**APPENDIX 1**

**ACTION PLAN AND PRIORITIZATION  
SUMMARY**

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## ACTION PLAN AND PRIORITIZATION SUMMARY

**Legend Note:**

**Priority Level A** – Time frame corresponds to critical preparations for incorporation into the fiscal year budget FY 2021/22 decision process, as well as the advance time needed to recruit/hire/train employees prior to the ARC facility opening.

**Priority Level B** – Time frame corresponds to actions needed prior to opening of the ARC facility or during the first year of operation.

**Priority Level C** – Time frame corresponds to actions that may or may not be required based on operational needs.

Recommendation	Priority	Time Frame	Responsible Party/Parties	Benefit
<b>Priority A Recommendations</b>				
<b>Programming and Recreation Services Department</b>				
<b>Recommendation #1:</b> Schedule small focus group meetings with each staff group within FRS Department divisions to review the building plans and the building amenities by floor, determine potential priority programming spaces, identify storage room capacity by floor, and delegate responsibility to appropriate staff to plan staff occupancy of the building. Supervised small group tours should be permissible in April and May, according to the CBRE Heery construction management representatives.	A	Begin immediately and complete by 6/30/21	FFS and Recreation Services Division Managers	Operational Efficiency
<b>Recommendation #3:</b> Adopt a phased approach to opening the ARC facility at LOS B in the fall of 2021 and transitioning to LOS A by summer of 2022.	A	Begin immediately and complete by 6/30/21	City Council	Operational Efficiency; Financial Management

<p><b>LEGEND</b></p> <p>A Before ARC Opening or FY 2021/22 Budget</p> <p>B Before ARC Opening or First Year</p> <p>C Based on Operational Needs</p>
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Recommendation	Priority	Time Frame	Responsible Party/Parties	Benefit
<b>Recommendation #4:</b> The recommended phased opening scenarios would only apply to recreation services and building rental use programs. Phasing operation and maintenance are <u>not</u> recommended as the facility's functionality and systems need to be 100 percent online and operational by opening day. The two exceptions of FFS Division services that could be scaled are routine janitorial and day porter services, which will increase or decrease proportionally based on facility and pools usage.	A	Begin immediately and complete by 6/30/21	FRS	Operational Efficiency; Health and Safety
<b>Recommendation #5:</b> Hire a full-time Building Maintenance Engineer to remain on site to oversee, manage, and be responsible for the multiple and complex building systems. This position will administer the many building systems contracts to ensure timely monitoring, calibration, maintenance, and repair of building systems.	A	Begin immediately and complete by 7/31/21	HR and FFS	Operational Efficiency
<b>Recommendation #8:</b> Recreation Services Division staff should complete the recreation programming and services prioritization for the facility. This should be done once staff has reviewed the building plans, circulation system, layout, and facility amenities, and toured the facility. This plan would include details of the recommended programming schedule and would prioritize the programs and services to be offered.	A	Begin immediately and complete by 5/1/21	FFS and Recreation Services Division Managers	Customer Service; Operational Efficiency; Financial Management
<b>Recommendation #9:</b> The planning effort should include key staff from the FFS Division team since programming and public facility rental use is dependent upon staffing support from the FFS Division, such as day porter assignments.	A	Begin immediately and complete by 5/1/21	FFS and Recreation Services Division Managers, with Recreation Division Manager as Lead	Customer Service; Operational Efficiency
<b>Recommendation #11:</b> To help prevent scheduling conflicts, the programming plan should contemplate blackout dates in the schedule for maintenance-related activities and anticipated City Council programming or facility use requests.	A	Begin immediately and complete by 5/1/21	FRS Director, with Recreation Division Manager as Lead	Customer Service; Operational Efficiency



LEGEND
A Before ARC Opening or FY 2021/22 Budget
B Before ARC Opening or First Year
C Based on Operational Needs

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Aquatics and Recreation Center Staffing and Operations Plan

Recommendation	Priority	Time Frame	Responsible Party/Parties	Benefit
<b>Recommendation #10:</b> The LOS plan, along with the programming plan, should be presented, reviewed, and approved by City Council as part of the FY 2021/22 budgetary process to inform members of the options, seek consensus regarding the operational schedule and the prioritization of use, and establish realistic expectations regarding the facility’s phased opening. This effort will allow the Council to make choices regarding required funding levels to support the selected LOS option.	A	Begin immediately and complete by 6/30/21	FRS Director	Operational Efficiency; Financial Management
<b>Recommendation #7:</b> Key City staff and expertise, specifically in the Human Resources Division, Finance & Technology Services Department, and the Public Safety Department should be enlisted to support the FRS Department’s efforts to prepare for the facility opening; an “all-hands-on-deck” approach is warranted.	A	Begin immediately and complete by 6/30/21	HR, Finance, IT, and Public Safety	Operational Efficiency
<b>Recommendation #16:</b> The Information Technology Division staff should be engaged and involved in the A/V and media equipment procurement and installation.	A	Begin immediately and complete by 6/30/21	IT and FFS Division Manager	Operational Efficiency
<b>Recommendation #17:</b> The Information Technology Division’s expertise and knowledge are needed to assure any new equipment properly integrates into the facility-wide systems and the overall City network. The Division should approve the selection of the new systems as it knows the current security and information technology systems.	A	Begin immediately and complete before ARC occupation and opening	IT and FFS Division Manager	Operational Efficiency
<b>Staffing and Personnel Management</b>				
<b>Recommendation #22:</b> The goal of the City should be to accomplish a fully secure and operational facility with the required staffing levels to support the ARC facility’s occupancy soon after the Certificate of Occupancy is received in 2021.	A	Complete before ARC occupation and opening	FRS Director	Operational Efficiency; Staffing and Personnel

**LEGEND**

- A Before ARC Opening or FY 2021/22 Budget
- B Before ARC Opening or First Year
- C Based on Operational Needs



West Hollywood, CA

Aquatics and Recreation Center Staffing and Operations Plan

Recommendation	Priority	Time Frame	Responsible Party/Parties	Benefit
<b>Recommendation #23:</b> Due to the size and complexity of the ARC facility and surrounding grounds, Citygate believes it will require a full-time, on-site facility Building Maintenance Engineer to ensure efficient, qualified, and responsive services and oversight of the building operation.	A	Begin immediately and complete by 7/31/21	City Council, HR, and FRS Director	Operational Efficiency; Staffing and Personnel; Customer Service
<b>Recommendation #24:</b> The opening and recreation programming of the ARC facility should be phased in at LOS B in fall 2021. This will permit a smooth transition and will allow staff time to become acquainted with the building and its systems to best serve the public.	A	Begin immediately and complete by 6/30/21	City Council	Operational Efficiency; Financial Management; Customer Service
<b>Recommendation #34:</b> The Human Resources Division, working with the FRS Department, should immediately begin the process to create the new job classifications and, following that process, begin the recruitment process for the proposed new positions to successfully open in fall of 2021. All positions should be added in FY 2021/22, except where noted.	A	Begin immediately and complete by 6/30/21	HR and FRS Director	Operational Efficiency; Staffing and Personnel
<b>Recommendation #35:</b> The Human Resources Division, working closely with the FRS Department, should finish the review and revision process of the Recreation Leader job classification series, including retitling the positions to be consistent with the local labor market. This action will help attract the best and brightest future employees to the City.	A	Begin immediately and complete by 6/30/21	HR, FRS Director and Recreation Services Division Manager	Operational Efficiency; Staffing and Personnel
<b>Recommendation #36:</b> The Human Resources Division should identify which work elements can be performed by its Division staff and which tasks it does not have capacity to complete, and then initiate an outsource recruitment support contract. This will support initiating the recruitment once the decision regarding funding for the proposed positions has been made by the City Council.	A	Begin immediately and complete by 6/30/21	HR and FRS Director	Operational Efficiency; Financial Management



LEGEND
A Before ARC Opening or FY 2021/22 Budget
B Before ARC Opening or First Year
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West Hollywood, CA

Aquatics and Recreation Center Staffing and Operations Plan

Recommendation	Priority	Time Frame	Responsible Party/Parties	Benefit
<b>Recommendation #37:</b> Human Resources Division and FRS Department staff should develop a short-term work team to focus on the recruitment and hiring process. It will require preparation of job descriptions, outlining tasks, minimum qualifications, research on comparable positions in the marketplace, and other recruitment details. A focused effort is needed to accomplish these tasks.	A	Begin immediately and complete by 7/31/21	FRS Director and HR	Operational Efficiency; Staffing and Personnel
<b>Recommendation #38:</b> To prepare, train, and acquaint staff with the new facility, Citygate recommends all new staff should be onboarded 60–90 days prior to opening day. With the anticipated target for opening day, staff will need to be on board by the end of July 2021.	A	Begin immediately and complete by 7/31/21	HR and FRS Director	Operational Efficiency
<b>Contract Services</b>				
<b>Recommendation #40:</b> The FRS Department should formally engage the City’s Public Safety Director and the LA County Sheriff’s Department and LA County Fire offices in the development and review of the security contract scope of work and other security procedures and protocols and design the terms of the operation. Representatives from both Department divisions should be involved with the review and discussions.	A	Complete before ARC occupation and opening	Public Safety and FRS Director	Health and Safety
<b>Recommendation #41:</b> Revise contract estimates for all ARC facility interior and exterior facilities services by April/May 2021 to incorporate the estimates into the FY 2021/22 budget projections and requests.	A	Begin immediately and complete by 5/1/21	FFS Division Manager	Operational Efficiency; Financial Management
<b>Recommendation #42:</b> The Department should work with its preferred existing service contractors to expand their scope of work to meet the maintenance and security needs of the ARC facility.	A	Begin immediately and complete by 5/1/21	FFS Division Manager	Operational Efficiency; Financial Management

**LEGEND**

- A Before ARC Opening or FY 2021/22 Budget
- B Before ARC Opening or First Year
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West Hollywood, CA

Aquatics and Recreation Center Staffing and Operations Plan

Recommendation	Priority	Time Frame	Responsible Party/Parties	Benefit
<p><b>Recommendation #43:</b> There will be some existing contractors who are unable to assume the more complex maintenance and operation tasks. The FFS Division staff should identify these service areas and secure new contract cost estimates. A few examples are the expansion of the window cleaning contract to maintain the 20,000 square feet of window surfacing on the building, elevator servicing, and the green roof maintenance system.</p>	A	Begin immediately and complete by 5/1/21	FFS Division Manager	Operational Efficiency; Financial Management
<p><b>Recommendation #45:</b> A high priority is to bid out the pool maintenance functions, which may require more than one contract. The contract should include the functions to refill the carbon dioxide system tank on a timely schedule. The CO2 system (used to balance the pH of the water) will be a new treatment routine for the City, and staff training will be required to understand and monitor the system prior to the facility opening.</p>	A	Complete before ARC occupation and opening	FFS Division Manager; Recreation Services Division Manager with FFS Division Manager as Lead	Operational Efficiency; Financial Management
<p><b>Recommendation #46:</b> Prior to the opening of the ARC facility, the existing electrical service contract should be expanded to include the maintenance of the ARC facility's diesel-fueled generator. The generator will provide standby power during ARC facility electrical outages. The contract should specify fuel system maintenance, including replenishment and condensate removal, inspection and maintenance of the automatic transfer switch mechanism, regular start-up inspections, and battery maintenance.</p>	A	Complete before ARC occupation and opening	FFS Division Manager;	Operational Efficiency; Financial Management; Health and Safety



<p><b>LEGEND</b>  A Before ARC Opening or FY 2021/22 Budget  B Before ARC Opening or First Year  C Based on Operational Needs</p>
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West Hollywood, CA

Aquatics and Recreation Center Staffing and Operations Plan

Recommendation	Priority	Time Frame	Responsible Party/Parties	Benefit
<b>Recommendation #47:</b> Reevaluate the written performance criteria and benchmarks as the FFS Division reviews and revises its scope of work bidding documents for the building systems contracts. The standards should be clear and realistic and reflect industry measurements based on the building commissioning recommendations provided by the City's CBRE Heery commissioning agent. Replace service contractors that are unable to deliver higher levels of service.	A	Begin immediately and complete by 5/1/21	FFS Division Manager	Operational Efficiency; Financial Management
<b>Recommendation #48:</b> Enhance the janitorial services contract and increase the number of day porters to meet the higher demand for disinfection due to COVID-19. The City currently secures its day porters through its DMS Facility Services contract. It is recommended that three to five additional day porters be added to provide weekly coverage for the building maintenance and support of building operations, including recreation services delivery. The divisions should work together reviewing the janitorial service contract scheduling and staffing.	A	Begin immediately and complete by 5/1/21	FFS Division Manager	Health and Safety
<b>Financial Planning, Policies, and Procedures</b>				
<b>Recommendation #49:</b> The financial activity of the new ARC facility should be accounted for in a separate program, division, or fund within the FRS Department to ensure that all costs and resources related to the new facility are easily determined and necessary operational adjustments can be identified and implemented. This should also include accounting separation for the Aquatics Services Section and activities function within the Division.	A	Begin immediately and complete by 6/30/21	Finance and FRS Director	Financial Management; Operational Efficiency

**LEGEND**

- A Before ARC Opening or FY 2021/22 Budget
- B Before ARC Opening or First Year
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West Hollywood, CA

Aquatics and Recreation Center Staffing and Operations Plan

Recommendation	Priority	Time Frame	Responsible Party/Parties	Benefit
<b>Recommendation #51:</b> A new Schedule of Fees and Charges should be adopted by the City Council during the FY 2021/22 budget process, incorporating the ARC facility programs, services, and rental opportunities to provide clarity to all user groups and individuals prior to the opening of the ARC facility in fall 2021. The revised schedule should include the cost recovery policies.	A	Begin immediately and complete by 6/30/21	FRS Director and City Council	Customer Service; Financial Management; Operational Efficiency
<b>Recommendation #53:</b> A comprehensive fee reduction/waiver policy should be developed, reviewed, and formally adopted by City Council.	A	Begin immediately and complete by 6/30/21	FRS Director and City Council	Customer Service; Financial Management
<b>Recommendation #56:</b> The City should develop a formal scholarship program that is reviewed and formally adopted by City Council. The City should consider establishing scholarship caps of \$500 per qualified individual and \$1,500 per qualified household per year and should require proof of residency and eligibility.	A	Begin immediately and complete by 6/30/21	FRS Director, City Council with Recreation Services Division Manager as Lead	Customer Service; Financial Management
<b>Recommendation #58:</b> The scholarship program policy should also include the addition of an automatic inflation index provision to support the City's cost recovery goals, balanced with supporting financially disadvantaged patrons.	A	Begin immediately and complete by 6/30/21	Recreation Services Division Manager	Customer Service; Financial Management
<b>Facility Management Strategies</b>				
None				
<b>Other Budgetary Considerations</b>				
<b>Recommendation #69:</b> The City has no capital replacement schedule for the major equipment and system components that will be installed in the ARC facility. Although included as an assumption in the ARC facility proforma provided in this report, there is a need for a Citywide, City-Council-approved policy.	A	Begin immediately and complete by 6/30/21	FRS Director and City Council	Financial Management



LEGEND
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West Hollywood, CA

Aquatics and Recreation Center Staffing and Operations Plan

Recommendation	Priority	Time Frame	Responsible Party/Parties	Benefit
<b>Priority B Recommendations</b>				
<b>Programming and Recreation Services Department</b>				
<b>Recommendation #2:</b> Division managers should determine the on-site staffing assignments and physical work sites by floor and should communicate those with all FRS Department staff. This will help staff know what to expect, to begin transition planning, and to prepare for opening.	B	Complete before ARC occupation and opening	FFS and Recreation Services Division Managers	Operational Efficiency
<b>Recommendation #12:</b> The Department should prepare a written policy and associated operating procedures to support full-inclusion services delivery and include that in its programming plans as the new facility will provide amenities, accommodations, and support services for all individuals.	B	Complete within first year of operation	Recreation Division Manager	Customer Service
<b>Recommendation #6:</b> Recognize and delegate to the FRS Department the authority and responsibility to manage, schedule, and administer the facility and surrounding park activities and functions. FRS Department staff should have primary responsibility for event bookings and should direct key City staff to access ActiveNet to inform regarding facility availability.	B	Begin immediately and complete by 6/30/21	City Council	Operational Efficiency; Financial Management
<b>Recommendation #13:</b> The prioritization for Phase 1 ARC facility services should include the aquatics programs and services and gymnasium programs and rentals that historically have been in high demand for the fall/winter season. Additional recreation programming can be enhanced for the spring/summer/fall 2022 Phase 2 season.	B	Complete within first year of operation	Recreation Division Manager	Customer Service; Financial Management

**LEGEND**

- A Before ARC Opening or FY 2021/22 Budget
- B Before ARC Opening or First Year
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West Hollywood, CA

Aquatics and Recreation Center Staffing and Operations Plan

Recommendation	Priority	Time Frame	Responsible Party/Parties	Benefit
<p><b>Recommendation #14:</b> Develop a simplified user agreement and require all user groups to sign the agreement. This will help define the anticipated use demands, establish the appropriate fee rate as approved by City Council through the annual Schedule of Fees and Charges review, and identify the mutual expectations for all parties.</p>	B	Complete before ARC occupation and opening	Recreation Division Manager	Financial Management; Operational Efficiency; Customer Service
<p><b>Recommendation #15:</b> All user groups should register in ActiveNet to assist in tracking use, scheduling, resident versus non-resident status, contact information, etc.</p>	B	Complete before ARC occupation and opening	Recreation Division Manager	Operational Efficiency; Customer Service; Financial Management



<p><b>LEGEND</b>  A Before ARC Opening or FY 2021/22 Budget  B Before ARC Opening or First Year  C Based on Operational Needs</p>
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West Hollywood, CA

Aquatics and Recreation Center Staffing and Operations Plan

Recommendation	Priority	Time Frame	Responsible Party/Parties	Benefit
<p><b>Recommendation #18:</b> The responsibility for managing the A/V, media equipment, building management systems, and related computer support services will need special focus. A three-prong approach is recommended. The primary responsibility should be assigned to full-time, on-site FRS Department staff to meet the anticipated demand for concierge-level service which will be expected by the ARC facility’s patrons. In addition, technically adept staff will be required in the FRS Department to provide the on-site, “behind-the-scenes” facility technology assistance to the customer-facing staffing activities. This is needed due to the complexity, specialization, and interconnectedness of the A/V, media, building management, and computer systems in the ARC facility. To provide the work scheduling and multiple-events-coverage requirements, it is recommended to supplement on-site staff with contract services, as is done in managing the Library A/V and media systems.</p> <p>The Information Technology Division should assist the FRS Department in hiring and training the FRS Department staff assigned the responsibility for all equipment monitoring/use and oversight. The position(s) functions will support the equipment scheduling, setup, and use; respond to customer needs; troubleshoot issues; monitor inventory; and schedule repairs or replacement of equipment. The Information Technology Division also may need additional staff to maintain and support the ARC facility’s multiple technology systems.</p>	B	Complete before ARC occupation and opening	IT and FFS and Recreation Services Division Managers, with Recreation Division Manager as Lead	Operational Efficiency
<p><b>Recommendation #19:</b> The A/V and media equipment should be included in the facility equipment inventory and use system.</p>	B	Complete before ARC occupation and opening	FFS and Recreation Services Division Managers, with FFS Manager as Lead	Operational Efficiency; Financial Management

<p><b>LEGEND</b></p> <p>A Before ARC Opening or FY 2021/22 Budget</p> <p>B Before ARC Opening or First Year</p> <p>C Based on Operational Needs</p>
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Action Plan and Prioritization Summary



West Hollywood, CA

Aquatics and Recreation Center Staffing and Operations Plan

Recommendation	Priority	Time Frame	Responsible Party/Parties	Benefit
<p><b>Recommendation #21:</b> Citygate recommends ARC facility systems, equipment, and routine maintenance activities be integrated into the Cartegraph platform, working with the City's commissioning agent to ensure completeness of information.</p>	B	Complete within first year of operation	FFS Division Manager	Operational Efficiency; Financial Management
<b>Staffing and Personnel Management</b>				
<p><b>Recommendation #25:</b> Reevaluate the landscape functions within the organization prior to the FY 2022/23 budget cycle. Create a third Facilities and Landscape Maintenance Superintendent position for the newly delineated West Campus facilities. This is warranted due to the expanded breadth and scope of the consolidated responsibilities. This would focus the efforts of the existing Supervisor position at the site to support the expanded ARC facility operations and maintenance. The new landscape maintenance responsibilities include the green roof maintenance, the landscape biofiltration system, and the new amenities contained within the exterior grounds and landscape areas.</p>	B	Complete within first year of operation	FRS Director and FFS Division Manager with FFS Division Manager as Lead	Operational Efficiency; Staffing and Personnel
<p><b>Recommendation #26:</b> The new, third Superintendent position should have the primary responsibilities for contract administration for the West Campus facilities and would permit the FFS Division Manager to focus on Division-wide management matters.</p>	B	Complete within first year of operation	FFS Division Manager	Operational Efficiency; Staffing and Personnel

<p><b>LEGEND</b>  A Before ARC Opening or FY 2021/22 Budget  B Before ARC Opening or First Year  C Based on Operational Needs</p>
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West Hollywood, CA

Aquatics and Recreation Center Staffing and Operations Plan

Recommendation	Priority	Time Frame	Responsible Party/Parties	Benefit
<b>Recommendation #27:</b> Due to the greater complexity and automation of the pool disinfection, filtration, flushing, and heating systems, the responsibility for managing the systems should be assigned to the Building and Maintenance Services Section staff, who will manage the outsourced pool service contract. The Aquatics Services Section staff can support some of the routine daily activities, such as pool cover management, pH monitoring, debris vacuuming, locker room inspections and servicing, etc. This will allow the highly trained and skilled lifeguards to primarily focus on customer service, conditioning, and training, as well as concentrating their attention on priority lifesaving responsibilities.	B	Complete before ARC occupation and opening	FFS and Recreation Services Division Managers, with FFS Division Manager as Lead	Operational Efficiency; Staffing and Personnel
<b>Recommendation #28:</b> Working with the City's commissioning agent, the FRS Department Director and FFS Division staff, the Recreation Services Manager, and the Aquatics Supervisor should develop a shared responsibility Standard Operating Procedures for the pools' maintenance that will delineate the specific tasks and responsibilities to be assigned to their respective staff classifications.	B	Complete before ARC occupation and opening	FFS and Recreation Services Division Managers, with FFS Division Manager as Lead	Operational Efficiency
<b>Recommendation #29:</b> The FFS Division should assign specific roles and responsibilities to its staff as it relates to the ARC facility's overall operation and maintenance. This will help reduce confusion and uncertainty about staff's specific responsibilities at the ARC facility and surrounding grounds.	B	Complete before ARC occupation and opening	FFS Division Manager	Operational Efficiency
<b>Recommendation #30:</b> Prior to the opening of the ARC facility, Recreation Services Division and FFS Division staff will need safety and emergency response and preparedness professional training to ensure the safety of the public and their employees.	B	Complete before ARC occupation and opening	Public Safety, FRS Director, and FFS and Recreation Services Division Managers	Health and Safety

**LEGEND**

- A Before ARC Opening or FY 2021/22 Budget
- B Before ARC Opening or First Year
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West Hollywood, CA

Aquatics and Recreation Center Staffing and Operations Plan

Recommendation	Priority	Time Frame	Responsible Party/Parties	Benefit
<b>Recommendation #31:</b> It is recommended that all employee training records, training schedules, and certification requirements be centralized in a 100 percent accessible and fully automated database. If NEOGOV is not an adequate platform, then one should be purchased and implemented prior to the opening of the ARC facility.	B	Complete within first year of operation	HR and FFS and Recreation Services Division Managers	Operational Efficiency; Staffing and Personnel
<b>Recommendation #32:</b> The staff training and certification requirements should be funded, scheduled, and monitored by FRS Department staff to assure compliance with all regulatory agencies.	B	Complete within first year of operation	City Council, FRS Director, and FFS and Recreation Services Division Managers	Operational Efficiency; Health and Safety
<b>Recommendation #33:</b> As soon as possible, schedule staff training and certification testing during the seasonal hiring processes and during the annual facility closure periods to minimize impacts on operations while assuring completion of required certifications and training.	B	Complete within first year of operation	FFS and Recreation Services Division Managers	Customer Service; Operational Efficiency
<b>Contract Services</b>				
<b>Recommendation #39:</b> The City should begin work immediately to negotiate with its existing contractor, Johnson Controls, to determine its capacity to develop and integrate the new ARC facility systems into a comprehensive security and monitoring system through the Metasys program.	B	Complete before ARC occupation and opening	FFS Division Manager	Operational Efficiency
<b>Recommendation #44:</b> Where possible, the City should migrate to multiple-year contracts (three- to five-year) to reduce contract turnover and the administrative work required to administer the contracts. Appropriate and specific performance metrics and measurements should be included to ensure high-quality work and stringent termination clauses for non-performance.	B	Complete within first year of operation	FFS Division Manager	Operational Efficiency; Financial Management



LEGEND
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West Hollywood, CA

Aquatics and Recreation Center Staffing and Operations Plan

Recommendation	Priority	Time Frame	Responsible Party/Parties	Benefit
<b>Financial Planning, Policies, and Procedures</b>				
<b>Recommendation #50:</b> The City Council should establish a formal cost recovery goal for recreation fees and charges to help balance the cost to general taxpayers and potentially reduce the General Fund subsidy requirement over time. The policy should consider resident versus non-resident cost recovery goals.	B	Complete before ARC occupation and opening	FRS Director and City Council	Financial Management
<b>Recommendation #52:</b> ActiveNet should be used to implement the revised and updated Schedule of Fees and Charges with an emphasis on verification procedures and documentation.	B	Complete before ARC occupation and opening	Recreation Services Division Manager	Customer Service; Financial Management
<b>Recommendation #54:</b> The outcome of the comprehensive fee reduction/waiver policy should be implemented in ActiveNet for staff to easily and consistently apply at the ARC facility and across <u>all</u> Department operations, according to City Council direction.	B	Complete before ARC occupation and opening	Recreation Services Division Manager	Customer Service; Financial Management
<b>Recommendation #55:</b> All applicable staff should be trained on the comprehensive fee reduction/waiver policy and held accountable for its consistent application.	B	Complete before ARC occupation and opening	Recreation Services Division Manager	Customer Service; Financial Management
<b>Recommendation #57:</b> A review of the scholarship program should occur annually to document and evaluate the participation rates, dollar amounts provided, and programs most requested to be supported by scholarship assistance.	B	Complete within first year of operation	Recreation Services Division Manager	Customer Service; Financial Management

**LEGEND**

- A Before ARC Opening or FY 2021/22 Budget
- B Before ARC Opening or First Year
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West Hollywood, CA

Aquatics and Recreation Center Staffing and Operations Plan

Recommendation	Priority	Time Frame	Responsible Party/Parties	Benefit
<b>Facility Management Strategies</b>				
<b>Recommendation #59:</b> Due to the concentrations of City-owned or managed facilities near the ARC facility and the interrelationship between them, Citygate suggests a Zone management concept be instituted and this area be designated the “West Campus District.” This will provide a holistic approach to facility management, resource allocation, and staff assignments. This methodology will help unify the staff’s focus on making sure the ARC facility in its totality is managed as one facility and not in a fragmented approach.	B	Complete within first year of operation	FRS Director, with FFS Division Manager as Lead	Operational Efficiency
<b>Recommendation #60:</b> The Zone management model is only recommended for the FFS Division activities and not the Recreation Services Division functions.	B	Complete within first year of operation	FRS Director, with FFS Division Manager as Lead	Operational Efficiency
<b>Recommendation #61:</b> With the addition of new staff and contract services, the roles and responsibilities for all staff related to facility, landscape, and grounds operation and maintenance need to be clearly defined and communicated to the FFS Division employees. This includes defining the staff’s responsibilities to observe and approach the ARC facility holistically while still working within their job classifications.	B	Complete within first year of operation	FFS Division Manager	Operational Efficiency; Staffing and Personnel
<b>Recommendation #62:</b> Citygate suggests expanding the scope of work for the service contracts to include like-type maintenance activities for all the facilities in the newly established West Campus District. This may provide greater economies of scale for the successful contractor and save money for the City.	B	Complete within first year of operation	FFS Division Manager	Operational Efficiency



<b>LEGEND</b>
A Before ARC Opening or FY 2021/22 Budget
B Before ARC Opening or First Year
C Based on Operational Needs

West Hollywood, CA

Aquatics and Recreation Center Staffing and Operations Plan

Recommendation	Priority	Time Frame	Responsible Party/Parties	Benefit
<b>Recommendation #63:</b> The FRS Department should plan on performing its major facility work and employee training, as much as reasonably possible, overlapping with the anticipated ten days or two weeks a year the facility is closed. This will provide staff focused time to complete the required maintenance work at the facility and assure proper and required training for staff.	B	Complete within first year of operation	FFS and Recreation Services Division Managers	Operational Efficiency; Customer Service
<b>Other Budgetary Considerations</b>				
<b>Recommendation #66:</b> There is a need for a comprehensive equipment inventory documenting, monitoring, and control system at the site. It could be integrated into the City's CMMS Cartegraph system to facilitate work order identification, tracking, and completion.	B	Complete within first year of operation	FFS Division Manager	Operational Efficiency
<b>Recommendation #67:</b> The FRS Department uses ActiveNet automated recreation and facility reservation and program registration systems. Citygate recommends the purchase of additional modules, such as the FlexReg option, to support the up-to-date customer database, support programming efficiencies, and enhance the users' access to the ARC facility's programming opportunities.	B	Complete within first year of operation	Recreation Services Division Manager	Financial Management; Customer Service
<b>Recommendation #68:</b> The need for improved wayfinding signage, particularly between the library parking and ARC facility valet parking, was referenced. Citygate understands this work is part of the post construction follow-up work to be completed.	B	Complete within first year of operation	FRS Director and FFS Division Manager	Customer Service

**LEGEND**

- A Before ARC Opening or FY 2021/22 Budget
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West Hollywood, CA

Aquatics and Recreation Center Staffing and Operations Plan

Recommendation	Priority	Time Frame	Responsible Party/Parties	Benefit
<b>Priority C Recommendations</b>				
<b>Programming and Recreation Services Department</b>				
<b>Recommendation #20:</b> For electronic security purposes, to the greatest extent possible, A/V and media equipment used in the facility should be provided by the City. If outside equipment is allowed to be brought in, the Information Technology Division should provide direction regarding methods to enhance and safeguard the City's internet and electronic systems.	C	Implement as possible	Recreation Services Division Manager	Health and Safety
<b>Staffing and Personnel Management</b>				
None				
<b>Contract Services</b>				
None				
<b>Financial Planning, Policies, and Procedures</b>				
None				
<b>Facility Management Strategies</b>				
None				
<b>Other Budgetary Considerations</b>				
<b>Recommendation #64:</b> There is a need for a small cargo van or similar vehicle that has dedicated use at the new facility to transport materials, supplies, and small equipment between facilities. It can be obtained through a lease or purchase option.	C	Implement as needs are identified and resources allow for purchase or lease	FFS and Recreation Services Division Managers and City Council	Operational Efficiency



<p><b>LEGEND</b></p> <p>A Before ARC Opening or FY 2021/22 Budget</p> <p>B Before ARC Opening or First Year</p> <p>C Based on Operational Needs</p>
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**West Hollywood, CA**

*Aquatics and Recreation Center Staffing and Operations Plan*

Recommendation	Priority	Time Frame	Responsible Party/Parties	Benefit
<p><b>Recommendation #65:</b> There is a need for other miscellaneous small equipment dedicated to the site to operate and maintain the facility. Examples include a small forklift, pallet jack, or small portable vertical lift, a riding scrubber for efficient surface and bollard cleaning, etc.</p>	C	Implement as needs are identified and resources allow for purchase or lease	FFS and Recreation Services Division Managers and City Council	Operational Efficiency

**LEGEND**

- A Before ARC Opening or FY 2021/22 Budget
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# **APPENDIX 2**

## **SAMPLE RECREATION PROGRAM INCLUSION SERVICES POLICIES AND PROCEDURES**

**Appendix 2.a—Inclusion Policy and Procedures – Personal Care**

**Appendix 2.b—Inclusion Assessment and Accommodation Request Form**

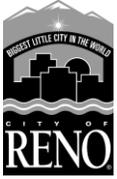
**Appendix 2.c—Inclusion Flowchart – Implementation of Inclusion Behavior Plans**

**Appendix 2.d—Inclusion Policy**

**Appendix 2.e—Inclusion Procedures – Medication and Severe Allergy**

**Appendix 2.f—Inclusion Allergy Information Form**

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# City of Reno Parks and Recreation Policies and Procedures

Parks and Recreation

<b>Title/Topic:</b> Personal Care	<b>Number:</b>
<b>Author:</b> April Wolfe, CTRS, Therapeutic Recreation Specialist	<b>Effective Date:</b> 10/5/2020
	<b>Revision Date:</b> 10/2/2020
<b>Approved by:</b> Jaime Schroeder, Interim Director	<b>Number of pages:</b> 2
	<b>Attachments:</b> 0

## I PURPOSE

The purpose of this policy is to provide a safe and appropriate environment for participants and staff, by establishing policies and procedures related to personal hygiene and personal care.

## II PERSONS AFFECTED

The affected parties include PRCS employees, participants, and parents/guardians.

## III POLICY

It is the policy of the Parks, Recreation and Community Services Department to provide reasonable accommodations to participants of all abilities to maximize inclusion in community activities of their choice. Individuals are encouraged to participate in our programs; however, those needing personal assistance with toileting, feeding, dressing or invasive procedures such as catheterization and tube feeding must make personal arrangements.

This policy conforms with the Americans with Disabilities Act Technical Assistance Manual Title II-3.6200 which states a public entity is not required to provide individuals with disabilities with personal or individually prescribed devices, such as wheelchairs, prescription eyeglasses, or hearing aids, or to provide services of a personal nature, such as assistance in eating, toileting, or dressing.

## IV PROCEDURES

- a. Participants needing personal assistance with toileting, feeding, dressing or invasive procedures such as catheterization and tube feeding must make personal arrangements. Participants are encouraged to bring a companion (parent/guardian, caregiver, sibling, etc.) with them for assistance at no extra charge or program fee.
- b. A parent/guardian and/or companion of a participant who has had a toileting accident has 30 minutes to respond.
- c. Lifting and transferring to and from the wheelchair and toilet are not considered personal care, and may be provided by staff who have received lifting and transferring training.
- d. Assisting with a participant's zipper or drawstring on his/her pants is not considered personal care, and may be provided with two staff present.
- e. Cutting a participant's food or lifting a participant's cup so that he/she can drink from a straw is not considered personal care.
- f. During aquatics programs, infants/children not toilet trained and incontinent adults must wear rubber/plastic pants or "swim diapers" under their swimsuits. Diapers (cloth and disposable) are prohibited.

**V RESPONSIBILITIES**

Staff Responsibilities:

- a. To ensure parents/guardians and/or companions are aware of the location of the program (e.g. offsite) if they are coming to provide scheduled personal care.
- b. To accommodate the parent/guardian and/or companion by providing them space and privacy in the implementation of their duties.

Parent/Guardian or Companion Responsibilities:

- a. To make prior arrangements for the delivery of personal care services.
- b. To be processed as a Parks, Recreation and Community Services volunteer if they are going to be present during the program.
- c. To provide a contact number and respond to a toileting accident within 30 minutes.
- d. To provide appropriate undergarments for aquatic programs.

**VI ATTACHMENTS**

None



# Assessment and Accommodation Request

Name of Participant		Date Completed	
Date of Birth	Age	Grade	<input type="checkbox"/> Male <input type="checkbox"/> Female <input type="checkbox"/> Other
Parent/Guardian		Home Phone	Work Phone
Emergency Contact		Home Phone	Work Phone
First time participant in a City of Reno program?		<input type="checkbox"/> YES <input type="checkbox"/> NO	



This form will be used by staff to assess needs and identify reasonable modifications, on a case by case basis, in an effort to achieve full participation. Please complete as thoroughly as possible.

**This information is voluntary and confidential.**

## I. HEALTH INFORMATION

Place a check next to all that applies to the participant and/or write in any other conditions:

- Autism
- Attention Deficit Disorder
- Hearing Impairment
- Down Syndrome
- Mental Health Issues
- Vision Impairment
- Developmental Disability
- Cerebral Palsy
- Behavior Disorder
- Diabetes
- Spina Bifida
- Speech Impairment
- Other \_\_\_\_\_

Does participant have seizures?  Yes  No If yes, please indicate type \_\_\_\_\_

Date of most recent seizure: \_\_\_\_\_

Medications taken: (type, time, dosage, purpose) \_\_\_\_\_

Please Note: Staff will not administer or distribute any medication at any time.

Allergies (include food/medications/other), activity restrictions, special diets or other medical concerns: \_\_\_\_\_

## II. SKILL ASSESSMENT

Please check each statement that applies to the participant.

### Assistance:

Does participant walk independently?  Yes  No

If not, what type of assistance is required?  Wheelchair  Walker  Other: \_\_\_\_\_

Is participant independent in toileting?  Yes  No

If not, what type of assistance is required? \_\_\_\_\_

Please Note: Participants needing assistance with toileting, feeding, or dressing must make personal arrangements for this assistance.

**Communication:**

Verbal:  Yes  No

If no, please indicate primary form of language?  Communication board  Sign language

Pictures  Other \_\_\_\_\_

Understands what is said to him/her:  Yes  No

Able to clearly express needs to others:  Yes  No

**Behavior:**

If the participant was to become agitated, he/she is likely to exhibit:

- No behavior
- Withdrawn/shy
- Verbal aggression
- Temper tantrum
- Other \_\_\_\_\_
- Physical aggression
- Attaches self to adults
- Self injurious behavior
- Wanders/runs away

What might trigger a behavior (e.g. over excitement, crowds, certain noises, etc.) \_\_\_\_\_

Please explain any behavior management techniques used at home or school which eliminate or reduce negative behaviors:

What is rewarding for participant (e.g. verbal praise, smile, etc.)?

**Recreation Activities:**

Likes: \_\_\_\_\_

Dislikes: \_\_\_\_\_

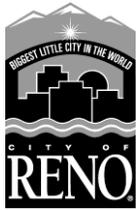
How does the participant interact with others in new settings or with new adults/participants?

Are you receiving services through the Sierra Regional Center?  Yes  No

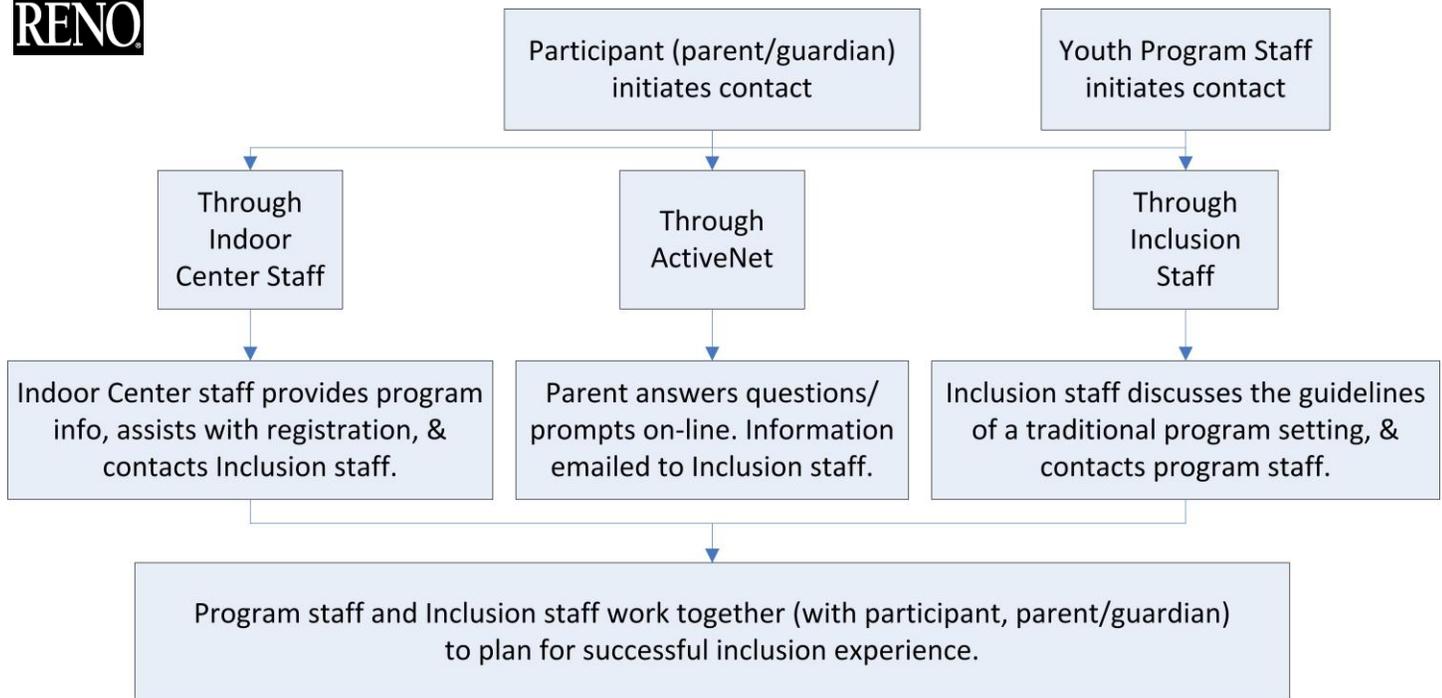
Describe the accommodation you are requesting, and any additional information you feel would assist staff in providing a successful experience for participant.

\_\_\_\_\_  
Signature of Parent/Guardian

\_\_\_\_\_  
Date



**City of Reno**  
**Inclusion Flow Chart**  
*for participants in traditional program settings*



**Assessment**

Assessment and Accommodation Request Form is completed by parent to assess participant skills relating to the traditional program. Program and site environment assessed by Inclusion Tech and Youth Services site staff; and observations made without intervention.

Inclusion Tech and Youth Services site staff will determine function of behavior and its practical solutions.

**Planning**

Inclusion Support Plan (ISP) and/or Behavior Plan (BP) is developed in a group setting with Inclusion Tech, Youth Services site staff, and parent; reasonable accommodations are outlined and prepared.

ISP/BP is formalized within 3 days after the group meeting and is then reviewed by Inclusion Supervisor and Youth Services Supervisor for feedback/approval. If changes are made, ISP/BP is to be reviewed by all original party members and then plan is sent to parent for signature. Once approved, Inclusion staff will send a copy of the plan to the registered site, and all staff will read, sign, and date after reviewing.

**Implementation**

Inclusion staff will review, observe and implement plan with Youth Services site staff (*see Implementation of Inclusion Support or Behavior Plans on next page*).

**Evaluation**

Inclusion Support Plan is evaluated at the conclusion of the second and fourth week. Ongoing revisions are made as needed and within the context of the traditional program setting.

Youth Services staff will implement plan as written over the course of a two week period and evaluate its practicality and effectiveness and provide evaluation feedback to the Inclusion staff following this trial period. Modifications will be agreed upon between Youth and Inclusion staff and communicated in the plan.

## **City of Reno | Parks, Recreation & Community Services**

### **Implementation of Inclusion Support or Behavior Plans**

---

The role of Inclusion staff is to be a liaison with program participants, parent/guardians, and Youth Services staff to implement Inclusion Support Plans and/or Behavior Plans.

An Inclusion Support Plan is a reasonable adjustment to facilities and programs so persons of all abilities have an equal opportunity to participate in recreation activities (e.g. sign language interpreter, modification of activities, etc.).

A Behavior Plan is designed for a specific participant to try to help that participant learn to change her or his behavior. Once the function of a participant's behavior has been determined, Inclusion and Youth staff have met with parents, and reasonable accommodation have been identified, the behavior intervention plan should be developed.

Inclusion staff will work with (blend in) with Youth Services staff when at the site by wearing the same staff uniform and interacting with the children. Inclusion staff will not be considered a part of the staff to child ratio. Inclusion staff are a resource to the Youth Services staff in successfully incorporating children with special needs into the program. The end result will be achieved by working together to teach, learn, and be well-trained staff.

#### **Phase 1 – Review and Understanding**

After the Plan has been created and agreed upon between parent, Inclusion staff, and Youth staff, Inclusion staff will review the entire plan with all Youth staff at the site and have them sign it.

- Inclusion staff will provide examples to Youth Services staff of common situations and how to handle them.
- Inclusion staff will answer staff questions.
- Inclusion and Youth staff will ensure all staff are also familiar with any useful histories of the child.

#### **Phase 2 – Implementation**

Inclusion staff will work with Youth staff to insure proper and full implementation of the plan.

- Inclusion staff will request one or more Youth Services staff to observe the Inclusion staff as they implement the plan with the participant so Youth Services staff can learn how and everyone is clear on the expectations.
- Inclusion staff will prompt Youth Services staff to observe the Inclusion staff dealing with any particular situations such as implementing a reward point system, intervening before behaviors escalate, delivering praise, etc., with the participant.

#### **Phase 3 – Fading Staff to Use Plan**

Inclusion staff implements plan 50% of the time and Youth Services staff implements plan 50% of time. This is the beginning of the “train the trainer” phase with the goal of training Youth Services site staff so they can train other Youth Services site staff.

- During Youth Services staff implementation, the Inclusion staff will take data on Youth Services staff and participant behavior in order to provide positive, constructive, and corrective feedback:
  - Immediately and/or at an appropriate break in programming.
  - Inclusion staff will specify what Youth Services staff did right or how they could do something differently. Inclusion staff will also take feedback from Youth Services staff on alternative methods.
  - If needed, Inclusion staff will show Youth Services staff how or give more examples of how to handle specific situations with participants.

#### **Phase 4 – Increasing Distance**

Youth Services staff will implement the behavior plan while Inclusion staff observes.

- During Youth Services staff implementation, Inclusion staff will take data on Youth Services staff and participant behavior in order to provide positive, constructive, and corrective feedback:
  - Within 1 minute and/or at an appropriate break in programming.
  - Inclusion staff will specify what Youth Services staff did right or how they should do something different. Inclusion staff will also take feedback from Youth Services staff on alternative methods.
  - If needed, Inclusion staff will show Youth Services staff how or give more examples of how to handle specific situations with participants.
- Inclusion staff will meet with Youth Services staff to determine the practicality and effectiveness of the behavior plan as written. Modifications need to be agreed upon and documented in the Plan.

#### **Phase 5 – Staff Training**

- Inclusion staff will have trained Youth Services staff to teach any new or untrained Youth Services staff how to implement plan. Inclusion Tech will observe and provide support.
- Inclusion staff will provide feedback to Youth Services staff as outlined above in Phase 4.
- Inclusion staff will provide quarterly and ongoing training on generic inclusion topics such as transitions, timeouts, functions of behavior, etc., to Youth Services staff.

#### **Phase 6 – Generalization and Fading Out**

- Inclusion staff will repeat previous phases with any new Youth Services staff.
- Inclusion staff will provide continued recommendations to Youth Services staff based on the behavior plan.
- Youth Services staff will communicate and maintain documentation of anything found that works well to Inclusion staff.
- Youth Services staff will document what is and is not working with the plan and return to Inclusion staff for modification.



**Parks, Recreation & Community Services Department**

**Policies and Procedures**

<b>Title/Topic:</b> Inclusion	<b>Number:</b> IA-2000
<b>Author:</b> April Wolfe CTRS, Therapeutic Recreation Specialist William Wynn, Behavior Specialist/Inclusion	<b>Effective Date:</b>
	<b>Revision Date:</b>
<b>Approved by:</b> Andy Bass, Director	<b>Number of pages:</b>
	<b>Attachments:</b> 3

**I PURPOSE**

The purpose of this policy is to ensure that all City of Reno Parks, Recreation & Community Services facilities, programs, classes, and services are inclusive to all people regardless of disability or special needs.

**II PERSONS AFFECTED**

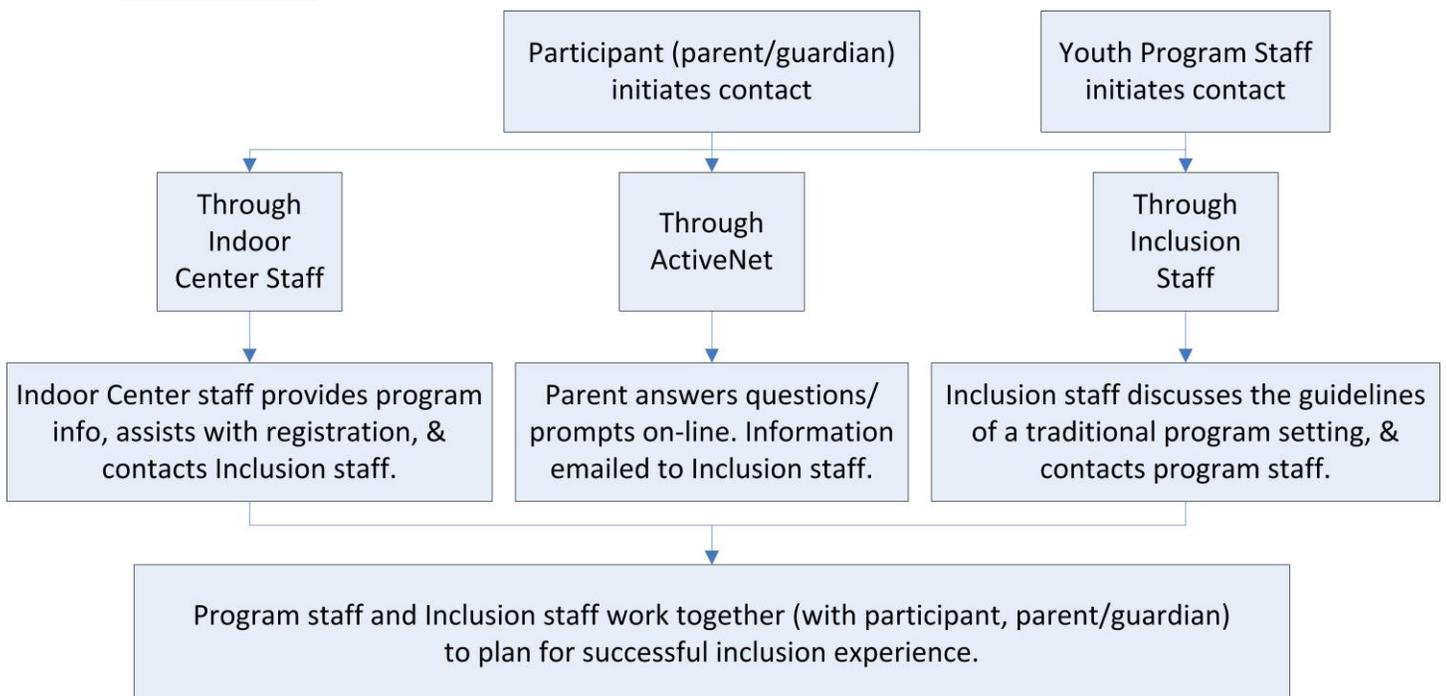
All PRCS Employees and Supervisors.

**III POLICY**

The City of Reno Parks, Recreation and Community Services Department commits that all programs, services, and activities will be accessible to individuals with disabilities and that the Department will make reasonable accommodations and modifications, consistent with the spirit and letter of the Americans with Disabilities Act as Amended (ADAAA). The Parks, Recreation and Community Services Department welcomes the opportunity to include patrons with disabilities so that full participation in leisure and recreation programs, classes, services and facilities may be enjoyed by all.

**IV PROCEDURES**

**Registration**



## **Process**

### **Step 1: Initial Request**

- Option A: Through Recreation Centers staff. Recreation Center staff provides program information, assists with registration, and contacts inclusion office. Program staff and Inclusion staff work together (with participant, parent/guardian) to plan for successful inclusion experience.
- Option B: Through Inclusion office. Inclusion office discusses the guidelines of a traditional program setting to determine desired program option and contacts program staff. Program staff and Inclusion staff work together (with participant, parent/guardian) to plan for successful inclusion experience.

**IMPORTANT:** Staff cannot assume that just because a patron appears to have a disability, they must follow the inclusion process steps. *It is important to remember that a person with a disability need not follow this process if they choose not to request an accommodation for our services or programs.* Our registration form asks *all* patrons if they need an accommodation due to a special need in order for the Department to not discriminate or single anyone out. The registration form reads as follows:



Access For All – Services are provided to people of all abilities. If you need a reasonable accommodation, please inform staff at registration at least 5-10 days prior to the start date of the program/class. Each request will be assessed in compliance with the ADA.

### **Step 2: Assessment**

Assessment and Accommodation Request Form is completed by parent to assess participant skills relating to the traditional program. Program and site environment assessed by Inclusion Tech and Youth Services site staff; and observations made without intervention.

Inclusion Tech and Youth Services site staff will determine function of behavior and its practical solutions.

### **Step 3: Planning**

Assessment and Accommodation Request Form (AAR) and/or Behavior Plan (BP) is developed in a group setting with Inclusion Tech, Youth Services site staff, and parent; reasonable accommodations are outlined and prepared.

AAR/BP is formalized within 3 days after the group meeting and is then reviewed by the Therapeutic Recreation Specialist and Youth Services Supervisor for feedback/approval. If changes are made, AAR/BP is to be reviewed by all original party members and then plan is sent to parent for signature. Once approved, Inclusion staff will send a copy of the plan to the registered site, and all staff will read, sign, and date after reviewing.

**Step 4: Implementation**

Inclusion staff will review, observe and implement plan with Youth Services site staff (*see Implementation of Inclusion Support or Behavior Plans on next page*).

**Step 5: Evaluation**

Behavior Plan is evaluated at the conclusion of the second and fourth week. Ongoing revisions are made as needed and within the context of the traditional program setting.

Youth Services staff will implement plan as written over the course of a two week period and evaluate its practicality and effectiveness and provide evaluation feedback to the Inclusion staff following this trial period. Modifications will be agreed upon between Youth and Inclusion staff and communicated in the plan.

**V RESPONSIBILITIES**

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**Phase 1 – Review and Understanding**

After the Plan has been created and agreed upon between parent, Inclusion staff, and Youth staff, Inclusion staff will review the entire plan with all Youth staff at the site and have them sign it.

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- Inclusion and Youth staff will ensure all staff are also familiar with any useful histories of the child.

### **Phase 2 – Implementation**

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### **Phase 5 – Staff Training**

- Inclusion staff will have trained Youth Services staff to teach any new or untrained Youth Services staff how to implement plan. Inclusion Tech will observe and provide support.
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- Inclusion staff will provide quarterly and ongoing training on generic inclusion topics such as transitions, timeouts, functions of behavior, etc., to Youth Services staff.

### **Phase 6 – Generalization and Fading Out**

- Inclusion staff will repeat previous phases with any new Youth Services staff.
- Inclusion staff will provide continued recommendations to Youth Services staff based on the behavior plan.
- Youth Services staff will communicate and maintain documentation of anything found that works well to Inclusion staff.
- Youth Services staff will document what is and is not working with the plan and return to Inclusion staff for modification using the Inclusion Support Request Online Form.

Before we deny, exclude, or limit patron access, staff should first try to include them into PRCS programs, activities, services, and classes. The ADA states, a public entity must reasonably modify its policies, practices, or procedures. However, modifications shall not fundamentally alter the nature of the program.

### **Types of Accommodations**

- Reasonable Exceptions to Rules/Policies
- Adaptive Equipment
- Increased Supervision
- Behavior Supports
- Specialized Training for Staff
- Visual Supports (Such as Token Economies)

The ADA does not require the City of Reno to take any action that would fundamentally alter the nature of its programs, services, or activities, or impose an undue financial or administrative burden.

## **VI Grievance Procedure**

Complaints that a facility, program, service, or activity of the City of Reno is not accessible to individuals with disabilities should be directed to the designated ADA Employment and Program Coordinator. The ADA Employment and Program Coordinator will process all ADA related complaints and retain (as appropriate) or refer the complaint to the appropriate designated ADA Coordinator as described below. You may also submit an ADA Complaint Form online.

ADA Coordinator for Parks and Recreation Programs and Services  
 April Wolfe, Therapeutic Recreation Specialist  
 Department of parks, Recreation, and Community Services  
 City of Reno  
 P.O. Box 1900  
 Reno, NV 89505

Telephone: 775-333-7765

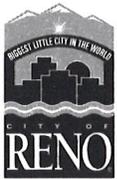
Fax: 775-321-8338

## **VII ATTACHMENTS**

- A. Assessment and Accommodation Request Form

## **VIII SUPPORTING INCLUSION POLICIES**

- A. Code of Conduct Policy**
- B. Personal Care Policy**
- C. Medication and Severe Allergy Policy**



## Policies and Procedures

<b>Title/Topic:</b> Medication and Severe Allergy	<b>Number:</b> AD2009
<b>Author:</b> April Wolfe, Therapeutic Recreation Specialist	<b>Effective Date:</b> 6/11/2007
	<b>Revision Date:</b> 7/27/2016
<b>Approved by:</b> Andy Bass, Director <i>AB</i>	<b>Number of pages:</b> 2
	<b>Attachments:</b> 2

### I PURPOSE

To ensure consistency in standards and guidelines for administration of medications and to provide procedures to ensure appropriate staff response to participants with severe allergies.

### II PERSONS AFFECTED

The affected parties include PRCS employees, participants, and parents/guardians.

### III POLICY

It is the policy of the Parks, Recreation and Community Services Department to not administer non-emergency prescription and/or non-prescription medications. In the event of a severe allergy emergency, staff members will provide a first aid response to address such emergencies.

### IV PROCEDURES

- a. Medications or serious allergies shall be noted on the Participant Information Form by the participant or parent/guardian.
- b. Participants requiring non-emergency prescription or non-prescription medications during program hours must make personal arrangements for its administration. City of Reno staff will not administer or distribute any such medication.
- c. If severe allergies are noted on the Participant Information Form, an Allergy Information Form giving permission to administer emergency first aid medication must be completed and signed by the participant or parent/guardian prior to the start of a program
- d. Participant or parent/guardian must supply a complete Allergic Reaction Kit preferably containing two unexpired EpiPens, and allergy medication at the program site location.
- e. Program staff who have participants with severe allergies will undertake training on an annual basis that includes preventative measures to minimize the risk of a severe allergic reaction, recognition of the signs and symptoms, and emergency treatment including administration of an EpiPen.
- f. Allergy Response Information for staff will be posted at all program locations.

### V RESPONSIBILITIES

Staff Responsibilities:

- a. Ensure a copy of the participant's Allergy Information Form is accessible for program staff in the event of an allergic reaction.
- b. Ensure that the Allergic Reaction Kit is stored in a location that is easily accessible by staff, however inaccessible to other participants/youth.

- c. Ensure a trained staff person carries the Allergic Reaction Kit for each participant at risk of anaphylaxis during off-site trips or any activity outside the building.
- d. At the conclusion of the program, staff will ensure the Allergic Reaction Kit is returned to the participant (over 18yrs) or parent/guardian of a youth participant.

Participant or Parent/Guardian Responsibilities:

- a. Inform staff in writing of any medications and/or serious allergies.
- b. Make personal arrangements for administration of non-emergency prescription and/or non-prescription medications.
- c. Provide staff with an Allergy Information Form providing consent to use the EpiPen or other treatment as noted on the form in the event of an emergency.
- d. Provide staff with a complete Allergic Reaction Kit (preferably containing two unexpired EpiPens and allergic medication if needed).
- e. Notify the staff in writing of any changes to medication and/or allergy status.

**VI ATTACHMENTS**

- A. Allergy Information Form
- B. Information Poster



**Parks, Recreation & Community Services**

**Allergy Information Form**

PARTICIPANT INFORMATION

Program Participant's Name: \_\_\_\_\_

Address: \_\_\_\_\_

Phone: \_\_\_\_\_ Date of Birth: \_\_\_\_\_

In case of emergency contact:

Name: \_\_\_\_\_ Phone: \_\_\_\_\_

Relationship: \_\_\_\_\_

MEDICATIONS/PROCEDURES USED

Antihistamines (Allergy Medications) -

Explain dosage & precautions:

\_\_\_\_\_

EpiPen

Other: \_\_\_\_\_

ALLERGY DESCRIPTION

This participant has a dangerous life-threatening allergy to the following substances:

\_\_\_\_\_

AVOIDANCE IS THE KEY

Please describe the situations in which the participant will react to the allergen (i.e. touch, inhalation, ingestion):

\_\_\_\_\_

SYMPTOMS SPECIFIC TO THE PARTICIPANT

Any other medication to be given, with specific instructions:

\_\_\_\_\_

AUTHORIZATION AND RELEASE FOR THE ADMINISTRATION OF THE EPIPEN

I have requested that an EpiPen or other allergy treatment as noted above be administered in the event of an Anaphylaxis first aid emergency.

I hereby state, without reservation, that I will not hold the City of Reno, or its employees and/or volunteers, liable for any harm or injury which may be incurred in connection with the assistance provided.

Although the program staff will work hard to ensure an allergen-free environment, I recognize that City of Reno programs, facilities, staff, and support people are in no way able to ensure or promise a risk-free or allergen-free environment.

\_\_\_\_\_  
Printed Name of Participant or Parent/Guardian

\_\_\_\_\_  
Signature of Participant or Parent/Guardian

\_\_\_\_\_  
Date

07/27/2016

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## **APPENDIX 3**

# **FACILITY AND RECREATION SERVICES DEPARTMENT – TRAINING AND CERTIFICATIONS BY DIVISION**

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# TRAINING AND CERTIFICATIONS BY DIVISION

## *RECREATION SERVICES DIVISION*

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### **Aquatics Services Section**

The Aquatics Services Section requires its employees to complete multiple training certificates to perform pool safety, life support, and pool maintenance responsibilities. All employees working in the pools must complete a monthly in-service training class conducted by the Recreation Services Division.

The following is a list of required certificates by classification.

#### *Temporary Lifeguard Staff Certifications*

- ◆ StarGuard Elite Lifeguard Certification
- ◆ American Safety & Health Institute Certifications in (ASHI) Basic Life Support for CPR
- ◆ American Safety & Health Institute Certifications in (ASHI) Basic Life Support for AED
- ◆ American Safety & Health Institute Certifications in (ASHI) Basic Life Support for First Aid
- ◆ American Safety & Health Institute Certifications in (ASHI) Basic Life Support for Emergency Oxygen Administration
- ◆ American Safety & Health Institute Certifications in (ASHI) Basic Life Support for Blood Borne Pathogens
- ◆ Starfish Institution Starfish Instructor

#### *Senior Lifeguard Certifications*

- ◆ StarGuard Elite Lifeguard Certification
- ◆ American Safety & Health Institute Certifications in (ASHI) Basic Life Support for CPR
- ◆ American Safety & Health Institute Certifications in (ASHI) Basic Life Support for AED
- ◆ American Safety & Health Institute Certifications in (ASHI) Basic Life Support for First Aid

- ◆ American Safety & Health Institute Certifications in (ASHI) Basic Life Support for Emergency Oxygen Administration
- ◆ American Safety & Health Institute Certifications in (ASHI) Basic Life Support for Blood Borne Pathogens
- ◆ StarGuard Elite Lifeguard Instructor—Four Senior Lifeguards hold a 2 Star Level certification, and one Senior Lifeguard holds a 3 Star Level certification
- ◆ Starfish Institution Starfish Instructor
- ◆ Certified Pool Operator Certifications

### *Aquatics Supervisor Certifications*

- ◆ StarGuard Elite Lifeguard Certification
- ◆ American Safety & Health Institute Certifications in (ASHI) Basic Life Support for CPR
- ◆ American Safety & Health Institute Certifications in (ASHI) Basic Life Support for AED
- ◆ American Safety & Health Institute Certifications in (ASHI) Basic Life Support for First Aid
- ◆ American Safety & Health Institute Certifications in (ASHI) Basic Life Support for Emergency Oxygen Administration
- ◆ American Safety & Health Institute Certifications in (ASHI) Basic Life Support for Blood Borne Pathogens
- ◆ Starfish Institution Starfish Instructor
- ◆ StarGuard Elite Lifeguard Instructor—Holds 3 Star Level certification
- ◆ Certified Pool Operator Certifications

### **Recreation Services Section**

The Recreation Services Section leadership is supportive and active in providing professional training for its employees. Training occurs through a combination of internal staff and external sources. In addition, throughout the year, Recreation Services Section leadership staff conduct training classes in multiple recreation topics for other staff members. Externally, the Recreation Services Section is active in professional recreation-based organizations that offer training, such as the California Park & Recreation Society, the National Recreation and Parks Association, the Southern California Municipal Athletic Foundation, and The Women's in Leaders Services.

Below is a list of required certificates by classification:

- 
- ◆ All Recreation Services Section staff are required to complete CPR, AED, and First Aid training.

### ***FACILITIES & FIELD SERVICES DIVISION***

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The Facilities & Field Services Division leadership conducts annual mandatory training for all its employees. In April 2020, the training was conducted over four days and included the following wide range of topics: bloodborne pathogens, heat illness, hearing conversation, asbestos, lead awareness, safe driving, fire extinguishers, and portable fire extinguishers.

Division employees regularly attend safety and technical training courses, expos, seminars, and webinar training sponsored by professional organizations such as the American Public Works Association (APWA) and the Maintenance Service Association (MSA).

The following is a list of required certificates by classification:

- ◆ Facilities & Field Services Division staff possess the following professional certificates: Arborist, Forklift Operator, and Tree Risk Assessor, and a license as a Pesticide Applicator.

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## **APPENDIX 4**

# **SAMPLE PROPOSED NEW CLASSIFICATION JOB TITLES AND DESCRIPTIONS**

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## SAMPLE PROPOSED NEW CLASSIFICATION JOB TITLES AND DESCRIPTIONS

### *CITY OF WEST HOLLYWOOD – AQUATICS AIDE*

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**Definition:** Under supervision, performs customer service tasks at aquatics public counter.

**Examples of duties:**

- ◆ Provide aquatics-related information and assist customers at aquatics public counter
- ◆ Answer questions via telephone regarding aquatics programs
- ◆ Check in patrons entering the pool area
- ◆ Register the public for aquatics programs; troubleshoot and assist the public with aquatics registration problems
- ◆ Give general guidance about City services
- ◆ Monitor the locker rooms and secured pool supply area
- ◆ May support Lifeguards with securing pool supplies from the equipment storage area
- ◆ May perform unexpected and unplanned cleaning-related tasks and must be familiar with pool safety protocols.

**Reports to:** Senior Lifeguard

### *CITY OF WEST HOLLYWOOD – AQUATICS COORDINATOR*

---

**Definition:** Under direct supervision, will perform aquatics-related administrative and programming duties. With and in the absence of the Aquatics Supervisor, will supervise aquatics staff.

**Examples of duties:**

- ◆ Complete a wide range of aquatics-related administrative and programming duties including
- ◆ Assisting with program development
- ◆ Supporting development of the annual program budget preparation
- ◆ Policy and procedures development

- 
- ◆ Event planning
  - ◆ Preparing reports
  - ◆ Monitoring program
  - ◆ Supporting training scheduling
  - ◆ Responding verbally and in writing to questions regarding aquatics activities and programs
  - ◆ Responding to requests for service
  - ◆ Representing Aquatics Services at internal and external meetings
  - ◆ In the absence of the Aquatics Supervisor, supervise aquatics staff

**Reports to:** Aquatics Supervisor

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***CITY OF WEST HOLLYWOOD – BUILDING MAINTENANCE ENGINEER***

---

**Definition:** Under direction, the position operates, maintains, repairs, and adjusts heating, lighting, air conditioning, ventilating, refrigerating, water treatment, pneumatic and other equipment systems, such as pool systems for large facilities.

**Examples of duties:**

- ◆ Operate and maintain low pressure boiler systems
- ◆ Operate, repair and maintain control panels, compressors, pumps and exhaust fans
- ◆ Monitor elevator operation, monitor the carbon dioxide system, routinely monitor the back-up generator, calibrate and install thermostats
- ◆ Make emergency repairs to low pressure steam boilers to water, air, refrigeration and oil lines
- ◆ Clean and test tubes, valves, gauges and other equipment
- ◆ Install replacement parts and make modifications to existing equipment
- ◆ Perform minor plumbing and electrical repairs and routinely interact and work closely with building systems contractors
- ◆ Perform and record daily service request work orders using Cartograph automated work order system to ensure an orderly flow and timely completion of the maintenance workload
- ◆ Coordinate the work of maintenance staff or contractors of City property with the support of the Building Maintenance Supervisor

- 
- ◆ Develop a weekly work schedule
  - ◆ Establish priorities
  - ◆ Review and adjust schedules to fit maintenance and repair needs
  - ◆ Oversees the maintenance, repair and new work installations at the Aquatics and Recreation Center, as needed, to ensure the work is prioritized effectively

**Reports to:** Building Maintenance Supervisor

### ***CITY OF WEST HOLLYWOOD – PARK AIDE***

---

**Definition:** monitors, on foot, City park grounds and facilities, and closely engages with the public to gain trust and support the City’s parks and recreation services delivery.

**Examples of duties:**

- ◆ Under supervision, walk through the City park grounds and landscape areas to monitor activity
- ◆ Regularly engage with the public to develop a positive relationship and gain trust; most often shall be the first point of contact in a park
- ◆ Give general information and direction of City services, respond to requests for service, make initial response to service complaints, seek resolution to minor disputes among park visitors
- ◆ Identify damaged equipment and request timely assistance for repairs for damaged equipment, report incidents of damaged equipment
- ◆ Keep appropriate records, call public safety agencies for assistance with public safety issues

**Reports to:** Recreation Program Specialist or Recreation Coordinator

### ***CITY OF WEST HOLLYWOOD – RECREATION PROGRAM SPECIALIST***

---

**Definition:** Under supervision, performs a variety of complex tasks in a public counter work area and throughout the facility, and supports the Recreation Coordinator with the management of the facility.

**Examples of duties:**

- ◆ While working at a public counter, greet the public entering the facility
- ◆ Answer the telephone, respond to complex questions regarding recreation services and programs, give appropriate guidance on City services

- 
- ◆ Register patrons for recreation and aquatics services (using the ActiveNet system), help patrons with registering for services on self-help kiosks located in public lobby area, maintain master event calendar
  - ◆ Help with the management of the facility, handle room reservations for major events, help with starting programs and events held in the ARC
  - ◆ Monitor the ARC gymnasium activities, help with program set up in the gym
  - ◆ May order supplies and verify delivery of goods
  - ◆ In the absence of a supervisor, shall supervise other public counter staff including Recreation Leaders I & II

**Reports to:** Recreation Coordinator

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**APPENDIX 5**

**EXPANDED ARC FACILITY FINANCIAL  
PROFORMA**

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Fiscal Year	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2050	Total Nominal Amount	Check Amount		
<b>Operating Revenues</b>																
Aquatics																
Registration Fees	143,121	143,200	264,864	270,161	280,968	292,207	303,895	316,051	328,693	341,840	355,514	778,975	14,050,499	14,050,499	13,907,378	
Membership Fees	28,021	28,100	51,856	53,930	56,087	58,331	60,664	63,090	65,614	68,239	70,968	155,500	2,802,729	2,802,729	2,774,708	
Drop-in Fees	6,222	6,300	11,515	11,975	12,454	12,952	13,471	14,009	14,570	15,153	15,759	34,529	622,411	622,411	616,189	
Total Aquatics	177,363	177,600	328,235	336,067	349,509	363,490	378,029	393,151	408,877	425,232	442,241	969,004	17,475,639	17,475,639	17,298,276	
Recreation																
Facilities	56,821	56,900	81,759	85,029	88,431	91,968	95,646	99,472	103,451	107,589	111,893	245,171	4,444,190	4,444,190	4,387,369	
Miscellaneous	7,358	7,400	37,013	38,494	40,033	41,635	43,300	45,032	46,833	48,707	50,655	110,991	1,975,199	1,975,199	1,967,841	
Total Recreation	64,179	64,300	118,772	123,523	128,464	133,602	138,946	144,504	150,284	156,296	162,548	356,162	6,419,389	6,419,389	6,355,210	
<b>Total Operating Revenues</b>	<b>241,542</b>	<b>241,900</b>	<b>447,007</b>	<b>459,590</b>	<b>477,973</b>	<b>497,092</b>	<b>516,976</b>	<b>537,655</b>	<b>559,161</b>	<b>581,527</b>	<b>604,789</b>	<b>1,325,166</b>	<b>23,895,028</b>	23,895,028	23,653,486	
<b>Operating Expenses</b>																
Personnel Cost	3,878,379	3,979,423	4,059,011	4,140,192	4,222,996	4,307,455	4,393,605	4,481,477	4,660,736	4,847,165	5,041,052	11,045,565	204,128,838	204,128,838	200,250,459	
Contracted Services/Maintenance	578,419	578,419	2,342,665	2,123,248	2,216,424	2,327,246	2,443,608	2,565,788	2,694,078	2,828,782	2,970,221	7,880,880	126,792,735	126,792,735	126,214,316	
Utilities and Other Operational Costs	147,313	154,678	812,061	852,664	895,297	940,062	987,065	1,036,418	1,088,239	1,142,651	1,199,783	3,183,382	50,911,807	50,911,807	50,764,495	
First Time Pool Water Filling			10,000										10,000	10,000	10,000	
Equipment													-	-	-	
Capital Improvements													-	-	-	
City General Cost Allocation	1,100,000	1,100,000	1,100,000	1,100,000	1,122,000	1,144,440	1,167,329	1,190,675	1,214,489	1,238,779	1,263,554	1,877,575	44,056,331	44,056,331	42,956,331	
Other Operating Expenses	413,801	422,077	430,518	439,129	447,911	456,870	466,007	475,327	484,834	494,530	504,421	749,543	17,536,648	17,536,648	17,122,847	
<b>Total Operating Expenses</b>	<b>6,117,912</b>	<b>6,234,597</b>	<b>8,754,255</b>	<b>8,655,232</b>	<b>8,904,628</b>	<b>9,176,072</b>	<b>9,457,613</b>	<b>9,749,685</b>	<b>10,142,375</b>	<b>10,551,906</b>	<b>10,979,031</b>	<b>24,736,945</b>	<b>443,436,359</b>	443,436,359	437,318,448	
<b>Total Operating Surplus/(Loss)</b>	<b>(5,876,369)</b>	<b>(5,992,697)</b>	<b>(8,307,249)</b>	<b>(8,195,642)</b>	<b>(8,426,655)</b>	<b>(8,678,980)</b>	<b>(8,940,637)</b>	<b>(9,212,030)</b>	<b>(9,583,214)</b>	<b>(9,970,379)</b>	<b>(10,374,242)</b>	<b>(23,411,779)</b>	<b>(419,541,331)</b>	(419,541,331)	(413,664,962)	
<b>Other Sources/(Uses)</b>																
Bond Proceeds													-	-	-	-
Grants													-	-	-	-
Debt Service (per FY20 CAFR)													-	-	-	-
2016 Bonds (2019 CAFR)	(4,642,450)	(4,895,650)	(7,017,050)	(7,021,300)	(7,041,550)	(5,446,400)	(5,446,400)	(5,446,400)	(5,446,400)	(5,446,400)	(5,034,150)	-	(131,363,300)	(131,363,300)	(126,720,850)	
2020 Bonds (2020 CAFR)		(1,038,964)	(1,409,348)	(1,408,032)	(1,397,457)	(1,393,611)	(2,316,271)	(2,316,271)	(2,316,271)	(2,316,271)	(2,316,271)	-	(60,919,054)	(60,919,054)	(60,919,054)	
Contribution for Operating / Equipment / Capital Repair and Replacement Reserves	-	-	(175,085)	(173,105)	(178,093)	(183,521)	(189,152)	(194,994)	(202,847)	(211,038)	(219,581)	(494,739)	(8,621,677)	(8,621,677)	(8,621,677)	
<b>Total Other Sources/(Uses)</b>	<b>(4,642,450)</b>	<b>(5,934,614)</b>	<b>(8,601,483)</b>	<b>(8,602,437)</b>	<b>(8,617,100)</b>	<b>(7,023,533)</b>	<b>(7,951,823)</b>	<b>(7,957,665)</b>	<b>(7,965,519)</b>	<b>(7,973,709)</b>	<b>(7,570,002)</b>	<b>(494,739)</b>	<b>(200,904,031)</b>	(200,904,031)	(196,261,581)	
<b>Total ARC Net Surplus/(Loss)</b>	<b>(10,518,819)</b>	<b>(11,927,311)</b>	<b>(16,908,732)</b>	<b>(16,798,079)</b>	<b>(17,043,754)</b>	<b>(15,702,513)</b>	<b>(16,892,460)</b>	<b>(17,169,695)</b>	<b>(17,548,732)</b>	<b>(17,944,088)</b>	<b>(17,944,244)</b>	<b>(23,906,518)</b>	<b>(620,445,362)</b>	(620,445,362)	(609,926,543)	
<b>Required General Fund or Other Fund Subsidy to Fully Fund Operations</b>	<b>10,518,819</b>	<b>11,927,311</b>	<b>16,908,732</b>	<b>16,798,079</b>	<b>17,043,754</b>	<b>15,702,513</b>	<b>16,892,460</b>	<b>17,169,695</b>	<b>17,548,732</b>	<b>17,944,088</b>	<b>17,944,244</b>	<b>23,906,518</b>	<b>620,445,362</b>	620,445,362	609,926,543	

- Assumptions:**
- Contractor cost of living adjustment 5% from opening and thereafter.
  - Employee rate cost of living increases 1.5% FY 2021; 2% FY 2022–2027; 4% thereafter.
  - Personnel costs assume current overtime, leave, workers' comp., etc., use patterns and uses FY 2019 costs for FY 2020 to adjust for COVID-19 reductions.
  - Project completed and open by September 2021.
  - Revenue growth flat in FY 2021 (numbers rounded); FY 2022 amount reflects FY 2019 levels FY 2023 grown by 2% due to opening of new ARC partially offset by continued COVID-19 restrictions, then 4% thereafter.
  - Fees and charges rates remain constant. Revenue growth results from increased activity.
  - Other operating expenses growth 2% annually.
  - Cost recovery for aquatics and facilities rental remains at 10% and 11% respectively, as determined by MGT of America user fee study for FY 2016/17.
  - COVID-19 restrictions ended by FY 2024.
  - Utilities and other system maintenance cost of living adjustment 5%.
  - Annual operating/capital/equipment reserve contribution equal to 2% of operating expenditures beginning with ARC opening.
  - Cost allocation ARC equals FY 2020 estimated ARC operating expense (\$5.5M) as percentage of total FRS FY 2020 revised General Fund budget (\$15.9M) equals 35% applied to total CAP cost per Wildan FY 2020 study to allocation to FRS Dept (\$9.1M). \$9.1M times 35% equals \$3.2M. Citygate used 35% of this amount (\$1.1M) to be more realistic in this proforma. Growth rate flat FY 2022–2023, then 2% thereafter.
  - Initial equipment and capital addressed with lease revenue bond proceeds and not included in the proforma.
  - Debt service reflects total for 2016 lease revenue bonds. Given the minimal amount of debt service resulting from the approximately \$1.2M of proceeds used for the Werle Building improvements and 46% of the total debt service for the 2020 lease revenue bonds per City staff calculation.
  - Personnel cost consists of existing personnel.
  - Costs for FY 2020 and FY 2021 for contracted services/maintenance and utilities/other operational costs assumed to be 20% of estimated FY 2022 costs due to closure of existing facility, except for ground maintenance, which assumes 90% of post-opening cost.
  - FY 2022–2024 ARC contract-related and utilities cost estimates are from City staff as reflected in the updated estimated new center cost spreadsheet provided to Citygate.

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**APPENDIX 6**

**EXPANDED ARC FACILITY FINANCIAL  
PROFORMA – AQUATICS FUNCTION  
ONLY**

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Fiscal Year	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2050	Total Nominal Amount	Check Amount		
<b>Operating Revenues</b>																
Aquatics																
Registration Fees	143,121	143,200	264,864	270,161	280,968	292,207	303,895	316,051	328,693	341,840	355,514	778,975	14,050,499	14,050,499	13,907,378	
Membership Fees	28,021	28,100	51,856	53,930	56,087	58,331	60,664	63,090	65,614	68,239	70,968	155,500	2,802,729	2,802,729	2,774,708	
Drop-in Fees	6,222	6,300	11,515	11,975	12,454	12,952	13,471	14,009	14,570	15,153	15,759	34,529	622,411	622,411	616,189	
<b>Total Operating Revenues</b>	<b>177,363</b>	<b>177,600</b>	<b>328,235</b>	<b>336,067</b>	<b>349,509</b>	<b>363,490</b>	<b>378,029</b>	<b>393,151</b>	<b>408,877</b>	<b>425,232</b>	<b>442,241</b>	<b>969,004</b>	<b>17,475,639</b>	17,475,639	17,298,276	
<b>Operating Expenses</b>																
Personnel Cost	1,713,541	1,736,265	1,770,990	1,806,410	1,842,538	1,879,389	1,916,977	1,955,317	2,033,529	2,114,870	2,199,465	4,819,299	89,084,973	89,084,973	87,371,431	
Contracted Services/Maintenance	176,658	129,495	842,871	639,766	670,975	704,524	739,750	776,738	815,575	856,354	899,171	2,385,769	38,470,432	38,470,432	38,293,775	
Utilities and Other Operational Costs	44,194	46,403	243,618	255,799	268,589	282,018	296,119	310,925	326,472	342,795	359,935	955,015	15,273,542	15,273,542	15,229,348	
First Time Pool Water Filling			10,000										10,000	10,000	10,000	
Equipment													-	-	-	
Capital Improvements													-	-	-	
City General Cost Allocation	440,000	440,000	440,000	440,000	448,800	457,776	466,932	476,270	485,796	495,511	505,422	751,030	17,622,533	17,622,533	17,182,533	
Other Operating Expenses	138,961	141,740	144,575	147,467	150,416	153,424	156,493	159,623	162,815	166,071	169,393	251,709	5,889,097	5,889,097	5,750,135	
<b>Total Operating Expenses</b>	<b>2,513,354</b>	<b>2,493,904</b>	<b>3,452,054</b>	<b>3,289,442</b>	<b>3,381,319</b>	<b>3,477,132</b>	<b>3,576,271</b>	<b>3,678,873</b>	<b>3,824,186</b>	<b>3,975,602</b>	<b>4,133,386</b>	<b>9,162,822</b>	<b>166,350,577</b>	166,350,577	163,837,222	
<b>Total Operating Surplus/(Loss)</b>	<b>(2,335,991)</b>	<b>(2,316,304)</b>	<b>(3,123,820)</b>	<b>(2,953,376)</b>	<b>(3,031,810)</b>	<b>(3,113,643)</b>	<b>(3,198,242)</b>	<b>(3,285,722)</b>	<b>(3,415,310)</b>	<b>(3,550,371)</b>	<b>(3,691,145)</b>	<b>(8,193,818)</b>	<b>(148,874,938)</b>	(148,874,938)	(146,538,947)	
<b>Other Sources/(Uses)</b>																
Bond Proceeds													-	-	-	
Grants													-	-	-	
Debt Service (per FY 20 CAFR)													-	-	-	
2016 Bonds (2019 CAFR)	(1,392,735)	(1,468,695)	(2,105,115)	(2,106,390)	(2,112,465)	(1,633,920)	(1,633,920)	(1,633,920)	(1,633,920)	(1,633,920)	(1,510,245)	-	(39,408,990)	(39,408,990)	(38,016,255)	
2020 Bonds (2020 CAFR)	-	(311,689)	(422,804)	(422,410)	(419,237)	(418,083)	(694,881)	(694,881)	(694,881)	(694,881)	(694,881)	-	(18,275,716)	(18,275,716)	(18,275,716)	
Contribution for Operating / Equipment / Capital Repair and Replacement Reserves	-	-	(69,041)	(65,789)	(67,626)	(69,543)	(71,525)	(73,577)	(76,484)	(79,512)	(82,668)	(183,256)	(3,226,866)	(3,226,866)	(3,226,866)	
<b>Total Other Sources/(Uses)</b>	<b>(1,392,735)</b>	<b>(1,780,384)</b>	<b>(2,596,960)</b>	<b>(2,594,589)</b>	<b>(2,599,328)</b>	<b>(2,121,546)</b>	<b>(2,400,327)</b>	<b>(2,402,379)</b>	<b>(2,405,285)</b>	<b>(2,408,313)</b>	<b>(2,287,794)</b>	<b>(183,256)</b>	<b>(60,911,573)</b>	(60,911,573)	(59,518,838)	
<b>Total ARC Net Surplus/(Loss)</b>	<b>(3,728,726)</b>	<b>(4,096,688)</b>	<b>(5,720,780)</b>	<b>(5,547,964)</b>	<b>(5,631,138)</b>	<b>(5,235,189)</b>	<b>(5,598,569)</b>	<b>(5,688,101)</b>	<b>(5,820,595)</b>	<b>(5,958,684)</b>	<b>(5,978,939)</b>	<b>(8,377,074)</b>	<b>(209,786,510)</b>	(209,786,510)	(206,057,784)	
<b>Required General Fund or Other Fund Subsidy to Fully Fund Operations</b>	<b>3,728,726</b>	<b>4,096,688</b>	<b>5,720,780</b>	<b>5,547,964</b>	<b>5,631,138</b>	<b>5,235,189</b>	<b>5,598,569</b>	<b>5,688,101</b>	<b>5,820,595</b>	<b>5,958,684</b>	<b>5,978,939</b>	<b>8,377,074</b>	<b>209,786,510</b>	209,786,510	206,057,784	

- Assumptions:**
- Contractor cost of living adjustment 5% from opening and thereafter.
  - Employee rate cost of living increases 1.5% FY 2021; 2% FY 2022–2027; 4% thereafter.
  - Personnel costs assume current overtime, leave, workers' comp., etc., use patterns and uses FY 2019 costs for FY 2020 to adjust for COVID-19 reductions.
  - Project completed and open by September 2021.
  - Revenue growth flat in FY 2021 (numbers rounded); FY 2022 amount reflects FY 2019 levels FY 2023 grown by 2% due to opening of new ARC partially offset by continued COVID-19 restrictions; then 4% thereafter.
  - Fees and charges rates remain constant. Revenue growth results from increased activity.
  - Other operating expenses growth 2% annually.
  - Cost recovery for aquatics and facilities rental remains at 10% and 11%, respectively as determined by MGT of America user fee study for FY 2016/17.
  - COVID-19 restrictions ended by FY 2024.
  - Utilities and other system maintenance cost of living adjustment 5%.
  - Annual capital reserve contribution equal to 2% of operating expenditures beginning with ARC opening.
  - Cost allocation ARC equal FY 2020 estimated ARC operating expense (\$2.2M) as percentage of total FRS FY 2020 revised General Fund budget (\$15.9M) equals 13.8% applied to total CAP cost per Wildan FY 2020 study to allocation to FRS Department (\$9.1M). \$9.1M times 13.8% equals \$1.3M. Citygate used 35% of this amount (\$440,000) to be more realistic in this proforma. Growth rate flat FY 2022/23, then 2% thereafter.
  - Initial equipment and capital addressed with lease revenue bond proceeds and not included in the proforma.
  - Debt service reflects 30% of total for 2016 lease revenue bonds. Given the minimal amount of debt service resulting from the approximately \$1.2M of proceeds used for the Werle Building improvements and 30% of 46% of the total debt service for the 2020 lease revenue bonds per City staff calculation.
  - Personnel cost consists of existing personnel as reflected in the special personnel report for aquatics personnel only provided to Citygate.
  - Costs for FY 2020 and FY 2021 for contracted services/maintenance and utilities/other operational costs assumed to be 20% of estimated FY 2022 costs due to closure of existing facility, except for ground maintenance, which assumes 90% of post-opening cost.
  - Contract services reflect 30%, representing estimated aquatics function square footage and 100% for pool maintenance as estimated by City staff.
  - FY 2022–2024 ARC contract-related and utilities cost estimates are from City staff as reflected in the updated estimated new center cost spreadsheet provided to Citygate.

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## **APPENDIX 7**

# **SAMPLE FEE REDUCTION/WAIVER POLICY, PROCEDURES, AND APPLICATIONS**

**Appendix 7.a—Co-Sponsorship Fee Waiver Application**

**Appendix 7.b—Co-Sponsorship Fee Waiver Confirmation Letter**

**Appendix 7.c—Sample Fee Reduction Waiver**

**Appendix 7.d—Sample Fee Waiver Policy and Form**

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Today's Date: \_\_\_\_\_

**APPLICATION FOR  
CITY OF RENO PARKS, RECREATION AND COMMUNITY SERVICES  
DEPARTMENT  
CO-SPONSORSHIP  
(Please allow 60 business days for processing)**

To be considered for sponsorship, your event must be consistent with City of Reno Parks, Recreation and Community Services Department's mission: *"To provide excellent parks, recreation and cultural opportunities which enhance the quality of life within the Reno community. We build people, parks and programs"*

Name of Requesting Organization \_\_\_\_\_

Status (check one):  Non-profit organization (attach documentation)  
 Government Agency  
 City of Reno

Organization Representative (print name): \_\_\_\_\_

Mailing Address (print): \_\_\_\_\_

Street or P.O. Box

\_\_\_\_\_

City

State

Zip

Phone: \_\_\_\_\_ E-mail Address: \_\_\_\_\_

What is the purpose of this request for co-sponsorship?

\_\_\_\_\_  
\_\_\_\_\_

What are the days, dates and times related to this request?

\_\_\_\_\_

What are you requesting from Parks & Recreation? Please indicate any specific facility or venues site requests.

\_\_\_\_\_  
\_\_\_\_\_

How will your activity promote the mission of the Parks and Recreation Department?

\_\_\_\_\_  
\_\_\_\_\_

What public resources will to be used to support the activity you propose? **Include City Funds from all sources.**

\_\_\_\_\_  
\_\_\_\_\_



Target date for evaluation of co-sponsorship: \_\_\_\_\_

## **CO-SPONSORSHIP Supplemental Information**

Please list the benefits to the community. (Use additional sheets if necessary.)

Is this event open and free to the public?

\_\_\_\_\_ YES \_\_\_\_\_ NO

Is organizer a non-profit/tax exempt organization?

\_\_\_\_\_ YES \_\_\_\_\_ NO

If yes, please list your Tax ID# \_\_\_\_\_

Does your event serve a specific political, religious, commercial interest or generate significant revenue over expenditures?

\_\_\_\_\_ YES \_\_\_\_\_ NO

Please list details on how you are going to promote your event. (Use additional sheets if necessary.)

(If co-sponsorship is approved, event promotion and publicity must identify the City as a co-sponsor of the event. Promotion of private sponsors, particularly in the form of on-site displays, must not overshadow the community orientation of the event.)

***Requests should be sent to:***

***Office of the Director***

***Parks, Recreation and Community Services***

***City of Reno***

***P. O. Box 1900***

***Reno, NV 89505***

**Parks, Recreation &  
Community Services**

**Date, Year**

**Sponsor Requester Name  
Organization  
Address  
City, State Zip**

Dear **Sponsor Requester Name**:

Thank you for your communications and subsequent submittal of a Co-Sponsorship Application for your event scheduled for **(Date)** at the **(Location)**. Staff reviewed your request and based on the information supplied and follow up conversations with you, we have approved your Co-Sponsorship Application for this year's event. This approval does not guarantee that future requests from your organization for event co-sponsorship will be approved, as each event is evaluated independently.

As a condition of the co-sponsorship, **(Organization)** will supply, **(what is being supplied, both hard and soft items)**, without charge. In addition, you will be required to designate the City of Reno as an event sponsor in your marketing publications **(INDICATE IN WHAT PUBLICATIONS OR MEDIA METHODS AND HOW MANY TIMES WE EXPECT THIS, ONCE, TWICE?? STATE THAT WE WILL PROVIDE LOGO, IF NEEDED)**.

The City will exchange the permit rental fees In recognition of your contributions of materials and labor on behalf of the public, as outlined below:

<b>Day/Date of Sponsorships</b>	<b>Type of Sponsorship</b>	<b>Amount of Sponsorship</b>
<b>Ex. Saturday, June 13</b>	<b>Ex. Barbara Bennett Park Fee</b>	<b>\$300</b>
	<b>Total</b>	<b>\$XXXXX</b>

Your organization will still be required to complete all required permits and supply all necessary insurance certificates including naming the City of Reno additionally insured, prior to the event. Failure to submit the required permits and insurance certificates prior to the event may result in the disapproval of your event permit and the co-sponsorship application.

Please coordinate all use permits and other information through **(contact information)**.

Best regards,

**Staff Person, Position**  
Parks, Recreation and Community Services

Attachments:  
**Copy(ies) of the approved Co-Sponsorship application**



## Parks, Recreation & Community Services Department

# Administrative Procedures

<b>Title/Topic:</b> Co-Sponsorship of Non-Profit Events and Programs	<b>Number:</b> AC-2008
<b>Author:</b> Christine Fey, Business Resources & Cultural Affairs Manager; Administrative Services & Cultural Affairs Division	<b>Effective Date:</b> February 24, 2009
	<b>Revision Date:</b> December 15, 2010, November 22, 2017
<b>Approved by:</b> Julee Conway, Director	<b>Number of pages:</b> 3
	<b>Attachments:</b> 2

### I PURPOSE:

The purpose of this rule is to provide a consistent method for administering co-sponsored activities. Frequently a community organization that wants to provide an event in a park or recreation facility approaches the Department to support their efforts, either financially or with in-kind services. When reviewing a request for co-sponsorship, the Department should evaluate the benefit to the taxpayer, as well as to the Department and City. The event/program should directly further the Department's core programs and mission.

### II PERSONS AFFECTED

The affected parties include all Parks, Recreation and Community Services (PRCS) employees who provide direct services and programs to members of the public and who manage and supervise PRCS parks and facilities.

### III GUIDELINES

The goal of the Co-Sponsorship Procedure is to encourage and support mutually beneficial, collaborative ventures that further the Department's mission, goals, and priorities. Co-sponsorships involve Department support of an outside non-profit organization's event or program held in park and recreation venues or facilities. Co-sponsorship may also include technical assistance, such as assistance with publicizing the event. PRCS is supported by revenue based activities, programs and services that earn rental income for parks and recreation venues and facilities.

### IV DEFINITIONS

**Co-Sponsorship:** PRCS co-sponsorship takes place when the Department determines that the event, program, activity, et al., meets the core mission, goals and objectives of the PRCS Department. Therefore, the event, et al., is deemed a sanctioned event, program or activity meeting the criteria listed in Section V below. This sanctioning may result in sponsorship of all or a portion of park rental fees, contingent upon the applicant following the criteria and procedures established in this document.

**Permit/Rental Fees.** PRCS charges all users a fee to permit and have priority use of any park, amenities, stages, or recreation facilities. The fee covers extra operational expenses associated with the event and guarantees the space for the permittee. Fees are based upon the purpose and size of the event. Additional fees may be charged as a damage deposit.

### V CRITERIA

**All of the following criteria must be met in order for a co-sponsorship to be considered:**

a.) The event or program must be provided by a registered 501(c)(3) non-profit.

- b.) The event/program should promote beneficial use of the park, recreation center, or program; should support the Department's core recreation programs, mission and goals; should demonstrate community pride and involvement, and should not have a religious or political purpose.
- c.) The event or program must be free and open to the public. Fundraising activities must directly benefit PRCS programs or projects in order to be eligible for co-sponsorship.
- d.) Priority will be given to events/programs that support or positively impact PRCS programs or projects.
- e.) The mission of the non-profit or organization should not conflict with City or Departmental mission, or policies.

## **VI PROCEDURES**

- a.) City Council sets all fees for use of parks and facilities and programs. The Department Director does not possess authority to waive fees set by City Council.
- b.) The co-sponsorship requests will be reviewed by staff, with a recommendation to the Director.
- c.) The process for requesting co-sponsorship is as follows: All outside organizations and Governmental agencies requesting co-sponsorship must submit the Co-Sponsorship Request with:
  - 1. a completed application form a minimum of 60 days before the event;
  - 2. a copy of the required proof of non-profit status;
  - 3. a narrative that indicates how the organization meets the purpose and policy criteria outlined above.
- d.) Requests will be considered by the Department on a case by case basis, depending upon how it meets the criteria listed above and availability of co-sponsorship budgeted resource. Requests received less than 60 days prior to the event may not receive approval due to timeliness of submittal.
- e.) The PRCS Director must approve any request for co-sponsorship. The Department will respond within 30 days of a completed application regarding status of its review.
- f.) Requests for co-sponsorship must be made annually for recurring requests.
- g.) Appeals of the decision made by the Director of Parks, Recreation and Community Services must be made to the City Manager or designee within 10 days of notification of denial of request.
- h.) Co-Sponsorship requests that are approved or denied will be added to the folders kept on the G drive under Recreation/Contracts and Agreements, by reviewing staff.

## **VII RESPONSIBILITIES**

- a.) It is the responsibility of staff to evaluate co-sponsorship applications. PRCS has a limited in-kind budget each year to co-sponsor selected programs. Organizations may be required to fund other associated costs, such as the cost of PRCS building monitor time, additional dumpsters, portable toilets, lighting, etc.
- b.) The sponsoring organization must clearly recognize the City of Reno and PRCS Department as a co-sponsor (including logo) on all materials and announcements associated with the event or program. PRCS should be able to display its departmental banner at all co-sponsored events. Flyers, announcements, print or radio/TV media shall state PRCS as a co-sponsor. Copies of printed collateral material must be supplied to PRCS for review in a timely manner, prior to the event for review and approval.
- c.) The non-profit permitholder will be responsible for damage deposits and other costs, such as general liability insurance, police coverage, player /team fees, electrical fees, lights, overnight security, concessions, toilet/trash service agreements, fencing, and any other additional needs and agreements pertaining to the event.
- d.) If a PRCS Commission/Board or another City Department or City Council Office is not a producer but rather a supporting sponsor for another outside organization, that outside organization still must apply for PRCS sponsorship. If a PRCS Commission/Board or another City Department produces an event or program, PRCS may co-sponsor the program or event if PRCS has capacity to do so. Like co-sponsorship of outside organizations, the PRCS Commission/Board, City agency, or City Council office will be responsible for all other costs associated with the event.

- e.) City agencies are exempt from liability insurance. To be eligible for PRCS co-sponsorship, City agencies must:
1. hold the event on PRCS property;
  2. arrange for, pay for, and prepare any documents required for logistics (such as Portable toilet/trash agreements, site/race diagrams, police agreement, deposits, fencing, parking plan etc);
  3. prominently display the City of Reno-PRCS logo in print and other media.
- f.) Events that are coordinated by Federal, State, or local government, may request co-sponsorship in the same way an outside organization makes application when the event meets the above criteria.

## **VIII ATTACHMENTS**

- A) Application for Co-Sponsorship and Supplemental Information
- B) Sample Co-Sponsorship Approved Letter

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# SAMPLE FEE/CHARGE REDUCTION WAIVER POLICY

Effective Date: XX-XX-XXXX

Authority: \_\_\_\_\_ Adopted: XX-XX-XXXX

Resolution language: \_\_\_\_\_

## **PURPOSE**

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There are benefits to the City's Aquatics and Recreation Center program to authorizing the *{insert appropriate positions}* to modify and/or waive the facility fees/charges. These benefits include increased use of the facility by users who have a financial hardship, improved consistent compliance with regulations, improved database, improved staff efficiency, etc. It is also important to understand, quantify, monitor, and regularly review the costs and benefits of waiving fees/charges and to adjust, as necessary, to ensure a balance.

Another important factor is establishing a general policy which will be used to implement fee/charge waivers so the actions have a consistent basis that minimizes the appearance of arbitrary fee/charge waiver actions.

## **GENERAL GUIDELINES**

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When it is determined by staff that a fee/charge reduction or waiver is justified, either through direct request of the user or other circumstances that staff are made aware of, the following guidelines will be used:

1. Document the fee/charge reduction or waiver action request on a Fee/Charge Reduction/Waiver Request Form (attachment to this policy). This form should be completed by the user.
2. Once received by staff, staff will obtain written approval (signature) from a supervisor/manager or other staff member that has been delegated approval authority from the *{insert appropriate positions/titles}*.
3. The approver will consider the following criteria in deciding whether to approve the request. **(These criteria are only suggestions for inclusion in this policy sample. Depending on the size of the crowd waiting in line for service, a way to expedite this process would need to be explored.)**
  - The user should have a low income, determined by proof of income, if readily available, participation in other City low-income programs, or other appropriate information.

- 
- If the user does not have a low income, does the user have a one-time hardship a good payment and compliance history? If so, the Fee/Charge Reduction/Waiver request can be approved.  

Is the user behind on fees/charges due to non-payment and claiming believable hardship? If so, fees/charges should not be reduced or waived.
  - Co-sponsors of City-sponsored events are eligible for the Fee/Charge Reduction/Waiver.
4. Once approval is received, staff will complete the transaction and input the Fee/Charge Reduction/Waiver information into the ActiveNet system.
  5. Monthly, or in an interval as determined by the {*insert appropriate positions*}, but no less than annually during the budget preparation process, Facilities & Recreation Services Department management will review the amount of revenues relinquished because of the Fee/Charge Reduction/Waiver Program and will compare the amount to any operational benefits identified. Based on this analysis, Facilities & Recreation Services Department management will determine modifications, if any, that would be applied to the Fee/Charge Reduction/Waiver Program and would present them to City Council for adoption.

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# SAMPLE ARC FEE/CHARGE REDUCTION/WAIVER REQUEST FORM

Date: \_\_\_\_\_

User/Requestor Name: \_\_\_\_\_

Address: \_\_\_\_\_

Phone: \_\_\_\_\_

Email: \_\_\_\_\_

Type of Fee: \_\_\_\_\_

Reason for Request:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

*Examples: Low income; financial hardship other than low income; co-sponsor of City event; etc.*

Signature: \_\_\_\_\_

*[Potential language about acknowledgment of accuracy and truth of information provided by signature, if OK with legal]*

***To be completed by Front Desk staff:***

Fee/Charge Reduction/Waiver amount requested \$ \_\_\_\_\_

\_\_\_\_\_ Approved

\_\_\_\_\_ Not Approved

Authorized Signature \_\_\_\_\_

Date Approved/Processed \_\_\_\_\_

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## **APPENDIX 8**

# **EXISTING LIST OF GROUPS RECEIVING FEE REDUCTION/WAIVERS**

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## **EXISTING LIST OF GROUPS RECEIVING FEE/CHARGE REDUCTION/WAIVERS**

1. Alcoholics Anonymous—Friday Nights
2. Alcoholics Anonymous—Sunday Nights
3. Alcoholics Anonymous—Positive in Sobriety
4. Alcoholics Anonymous—Thursday Nights
5. Alcoholics Anonymous—Los Angeles
6. Alcoholics Anonymous—Woman to Woman
7. Crystal Meth Anonymous Los Angeles (CMALA)
8. California Men’s Gatherings (CMG)
9. Gay Elder Circle
10. The Greater Los Angeles Softball Association (GLASA)
11. Los Angeles Button Club
12. Greater Los Angeles Area Narcotics Anonymous
13. Pop Luck Club—West Hollywood
14. Sexual Compulsives Anonymous (SCA)
15. Tinseltown Squares

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## **APPENDIX 9**

# **SAMPLE SCHOLARSHIP PROGRAM POLICY, PROCEDURES, AND APPLICATIONS**

**Appendix 9.a—City of Reno Application – Sample Scholarship Program and Forms**

**Appendix 9.b—City of Reno – Sample Scholarship Program and Forms**

**Appendix 9.c—Sample Scholarship Program and Forms**

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# SCHOLARSHIP PROGRAM GUIDELINES



All scholarships remain in effect for one calendar year from January 1-December 31.



A maximum of a \$500 credit is granted per individual per year.



Scholarships may be revoked at any time due to lack of funding, income changes or applicant fraud.



Food stamps and/or housing assistance do not need to be verified.



All Adult household applicants that will be recipients of financial aid must provide a government issued photo ID.



Proof of City of Reno residency is required (i.e., current driver's license, real estate tax bill, and voter registration card, or monthly bill proving current address is acceptable). An exception is for youth before and after school programs and full day camps.



30 days of income verification required. Wages may be verified with pay stubs. If you have just started work or have not been employed for 30 days, a letter from your employer with the date you started employment, the average hours worked per week and the rate of pay per hour will be required. The information on the letter must also include your employer's phone number and address. Other income such as social security, pensions and retirement accounts must be submitted and verified with appropriate documentation. All sources of income are required on the application.

The City of Reno Scholarship Program provides fee assistance in order to remove a financial barrier to recreation. Our recreational opportunities provide exposure to positive experiences for a healthier quality of life. Upon approval, individuals will receive a credit to be used toward programs and memberships.

City of Reno Scholarships are awarded at 20%, 40% and 60% of the program cost. The level of the scholarship is determined by the household income according to the sliding scale as indicated by the State of Nevada Subsidy Programs Household Size and Monthly Income Chart.

To complete the approval process you need to submit verification of gross income for the 30 day period prior to the date the application is signed. A complete application can take up to 10 days to process once received at the Administration Office.



# SCHOLARSHIP APPLICATION

Please print. This is a two sided form; both sides must be filled out completely. Please do not leave any section blank. If section does not apply, please enter "n/a". To be considered for scholarship assistance, you **MUST** attach proof of ALL income, school/training program enrollment and other income/public assistance for the past 30 days.  
Proof of Reno residency is required (i.e. current drivers

license, real estate tax bill, voter registration card, or monthly utility bill with current address is acceptable). An exception is for youth before and after school program and full day camps. All Adult household applicants that will be recipients of financial aid must provide a government issued photo ID.  
Please call our office if you have any questions. Staff is available to assist.

**Approved scholarships are effective for the calendar year, January 1 – December 31.**

SCHOLARSHIP REQUESTS WILL NOT BE PROCESSED WITHOUT THE FOLLOWING INFORMATION.  
Please allow 10 business days for processing.

**Program Requested (Be Specific):** \_\_\_\_\_

Applicant Name: \_\_\_\_\_

Home Phone: \_\_\_\_\_ Work Phone: \_\_\_\_\_ Cell Phone: \_\_\_\_\_

Email Address: \_\_\_\_\_

Home Address (Physical): \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

List all ADULTS living at this address (including applicant) and attach proof of income: This includes employment, self-employment and odd jobs. If adult has not been employed within the last 30 days enter "none".

Applicant Name	Relationship	Gender	Date of Birth
Employer Name and Phone			
Applicant Name	Relationship	Gender	Date of Birth
Employer Name and Phone			
Applicant Name	Relationship	Gender	Date of Birth
Employer Name and Phone			



# SCHOLARSHIP APPLICATION

**OTHER HOUSEHOLD INCOME:** All income received in the last 30 days must be listed and verified by documentation.

Alimony/Child Support	Interest	Royalties	TANF
Contributions/Gifts	Loans	Social Security Disability	Temporary Disability
Dividends	Lump Sum Payments	Social Security	Tips
Educational Assistance	Military Allotments	Retirement	Unemployment
Food Stamps	Pell Grants	Social Security Survivors	Veterans' Benefits
Foster Care Payments	Pensions/Trust	Supplemental Security	Winnings
Insurance Settlements	Railroad Retirement	Income	Worker's Comp

Other: \_\_\_\_\_

Income Type #	Amount	How often is the income received?	Who receives the income
<i>Example: 05</i>	<i>\$250.00</i>	<i>Monthly</i>	<i>Family</i>

**Full Time Students need to submit by Semester/Quarter/Class Period:**

Copy of Class Schedule

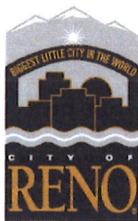
Copy of Sources of Income: Letter from private party, gifts/support, grants or student loans

Child Name	Do both parents reside in the home?		Do you receive Child Support?*		If so, how often?	Amount of Child Support	Date of Birth	Is child male or female		Relationship to Applicant
	Yes	No	Yes	No				M	F	
	Yes	No	Yes	No				M	F	
	Yes	No	Yes	No				M	F	
	Yes	No	Yes	No				M	F	
	Yes	No	Yes	No				M	F	

**AUTHORIZATION / RESPONSIBILITY:** Consent is granted by this form to disclose or release information that is protected by the Privacy Act to appropriate Federal, State and Local agencies. This authorization includes, and is not limited to, the above statistical, income, employment, and educational information. I also understand that deliberate misrepresentation of information subjects the applicant to being disqualified for scholarship consideration. I hereby certify that all the above information is true and correct to the best of my knowledge and belief.

Applicant Signature: \_\_\_\_\_ Date: \_\_\_\_\_





**City of Reno**

**Parks and Recreation Department**

Administration Office, 1 East First Street, 11th Floor Reno, NV 89501

(775) 334-2260 (phone) (775) 334-2449 (fax) [www.reno.gov](http://www.reno.gov)

December 14, 2020

City of Reno Scholarship Recipient,

This is a courtesy to let you know your current City of Reno Scholarship is about to expire. We understand that 2020 was a very challenging year; however we're optimistic that good things are yet to come. It's time to renew your 2021 City of Reno Scholarship!

-Scholarships are renewed by the calendar year. The upcoming scholarship period is January 1, 2021-December 31, 2021. Each recipient has a yearly limit of \$500 per person (no cash value). The funding is to be used toward reduced fees for program registration. Scholarships will be awarded at 20%, 40% and 60% depending on the income of the household and family status.

-All Scholarship recipients will have access to the new Health and Wellness Pass. Please refer to the enclosed flyer for more information. (Age restrictions may apply for certain activities).

-We encourage you to submit a signed Scholarship Application with required documents by December 31, 2020 or 10 days before you register for a program. Full registration fees are required until a Scholarship Application has been approved. Applications are accepted throughout the year. Details on how to apply for this scholarship program are on the back of this notice.

**Please be aware that some activities may not be available due to Covid-19 restrictions. Masks are required to enter City of Reno facilities.**

**All City of Reno Scholarship processing is handled at the Administration Office, 1 East First Street, 11<sup>th</sup> Floor. Paperwork may be mailed to P.O. Box 1900 Reno, NV 89505 or emailed to [davisn@reno.gov](mailto:davisn@reno.gov) or dropped off at any of the locations below.**

**Parks and Recreation Department Administration - 1 East First St. 11th Floor Reno, NV 89501**

Monday - Thursday 8am - 5pm, 334-2260

**Evelyn Mount Northeast Community Center - 1301 Valley Road, Reno, NV 89512**

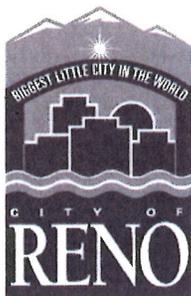
Monday - Friday 7am - 6pm / Saturday 7 am - 3pm, 334-2262

**Neil Road Recreation Center - 3925 Neil Road, Reno, NV 89502**

Monday -Friday 9am - 9pm / Closed weekends 689-8484

Regards,

Norah Davis, Recreation Assistant



**City of Reno**  
**Parks and Recreation Department**  
Administration Office, City Hall  
1 East 1<sup>st</sup> Street, 11<sup>th</sup> floor, Reno, NV 89501  
(775)334-2260 (phone)      (775)334-2449 (fax)      [www.reno.gov](http://www.reno.gov)

### **SCHOLARSHIP PROGRAM GUIDELINES**

- All scholarships remain in effect for one calendar year from January 1 – December 31
- City of Reno Scholarships is awarded at 20%, 40% and 60% of the program cost. The level of the scholarship is determined by the household income according to the sliding scale as indicated by the State of Nevada Subsidy Programs Household Size and Monthly Income Chart.
- A maximum of \$500 is granted per individual per year (no cash value).
- Scholarships may be revoked/changed at any time due to lack of funding, income changes or applicant fraud.

#### **To complete the approval process you will need to submit the following information:**

- **30 days of income verification required.** Wages may be verified with pay stubs. If you have just started work or have not been employed for 30 days, a letter from your employer with the date you started employment, the average hours worked per week and the rate of pay per hour will be required. The information on the letter must also include your employer's phone number and address. Other income such as social security, pensions and retirement accounts must be submitted and verified with appropriate documentation. All sources of income are required on the application.
- All Adult household applicants that will be recipients of financial aid must provide a **government issued photo ID.**
- **Proof of City of Reno residency is required** (i.e., current driver's license, real estate tax bill, and voter registration card, or monthly bill proving current address is acceptable). An exception is for youth before and after school programs and full day camps.

# SCHOLARSHIP APPLICATION

Please print. This is a two sided form; both sides must be filled out completely. Please do not leave any section blank. If section does not apply, please enter "n/a". To be considered for scholarship assistance, you MUST attach proof of ALL income, school/training program enrollment and other income/public assistance for the past 30 days. Proof of Reno residency is required (i.e. current drivers

license, real estate tax bill, voter registration card, or monthly utility bill with current address is acceptable). An exception is for youth before and after school program and full day camps. All Adult household applicants that will be recipients of financial aid must provide a government issued photo ID. Please call our office if you have any questions. Staff is available to assist.

**Approved scholarships are effective for the calendar year, January 1 – December 31.**

SCHOLARSHIP REQUESTS WILL NOT BE PROCESSED WITHOUT THE FOLLOWING INFORMATION.  
Please allow 10 business days for processing.

**Program Requested (Be Specific):** \_\_\_\_\_

Applicant Name: \_\_\_\_\_

Home Phone: \_\_\_\_\_ Work Phone: \_\_\_\_\_ Cell Phone: \_\_\_\_\_

Email Address: \_\_\_\_\_

Home Address (Physical): \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

List all ADULTS living at this address (including applicant) and attach proof of income: This includes employment, self-employment and odd jobs. If adult has not been employed within the last 30 days enter "none".

Applicant Name	Relationship	Gender	Date of Birth
<b>Employer Name and Phone</b>			
Applicant Name	Relationship	Gender	Date of Birth
<b>Employer Name and Phone</b>			
Applicant Name	Relationship	Gender	Date of Birth
<b>Employer Name and Phone</b>			



# SCHOLARSHIP APPLICATION

**OTHER HOUSEHOLD INCOME:** All income received in the last 30 days must be listed and verified by documentation.

- |   |  |   |   |
|---|--|---|---|
| <input type="checkbox"/> Alimony/Child Support  | <input type="checkbox"/> Interest            | <input type="checkbox"/> Royalties                    | <input type="checkbox"/> TANF                 |
| <input type="checkbox"/> Contributions/Gifts    | <input type="checkbox"/> Loans               | <input type="checkbox"/> Social Security Disability   | <input type="checkbox"/> Temporary Disability |
| <input type="checkbox"/> Dividends              | <input type="checkbox"/> Lump Sum Payments   | <input type="checkbox"/> Social Security Retirement   | <input type="checkbox"/> Tips                 |
| <input type="checkbox"/> Educational Assistance | <input type="checkbox"/> Military Allotments | <input type="checkbox"/> Social Security Survivors    | <input type="checkbox"/> Unemployment         |
| <input type="checkbox"/> Food Stamps            | <input type="checkbox"/> Pell Grants         | <input type="checkbox"/> Supplemental Security Income | <input type="checkbox"/> Veterans' Benefits   |
| <input type="checkbox"/> Foster Care Payments   | <input type="checkbox"/> Pensions/Trust      |   | <input type="checkbox"/> Winnings             |
| <input type="checkbox"/> Insurance Settlements  | <input type="checkbox"/> Railroad Retirement |   | <input type="checkbox"/> Worker's Comp        |
- Other: \_\_\_\_\_

Income Type #	Amount	How often is the income received?	Who receives the income
<i>Example: 05</i>	<i>\$250.00</i>	<i>Monthly</i>	<i>Family</i>

**Full Time Students need to submit by Semester/Quarter/Class Period:**

- Copy of Class Schedule  
 Copy of Sources of Income: Letter from private party, gifts/support, grants or student loans

Child Name	Do both parents reside in the home?		Do you receive Child Support?*		If so, how often?	Amount of Child Support	Date of Birth	Is child male or female		Relationship to Applicant
	Yes	No	Yes	No				M	F	
	Yes	No	Yes	No				M	F	
	Yes	No	Yes	No				M	F	
	Yes	No	Yes	No				M	F	
	Yes	No	Yes	No				M	F	

**AUTHORIZATION / RESPONSIBILITY:** Consent is granted by this form to disclose or release information that is protected by the Privacy Act to appropriate Federal, State and Local agencies. This authorization includes, and is not limited to, the above statistical, income, employment, and educational information. I also understand that deliberate misrepresentation of information subjects the applicant to being disqualified for scholarship consideration. I hereby certify that all the above information is true and correct to the best of my knowledge and belief.

Applicant Signature: \_\_\_\_\_ Date: \_\_\_\_\_





# HEALTH & WELLNESS PASS



For Scholarship recipients only.



Combines Senior Activity Pass, Rec Center Pass and Aquatics Pass.

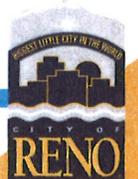


This pass provides free access to basic services offered by the parks and recreation department.



Locations include EMNECC, NRRRC, Plumas Gym, TPPAC, NW Pool, Idlewild Pool and Traner Pool.

PROGRAM/ACTIVITIES		SENIOR ACTIVITY PASS	HEALTH & WELLNESS PASS
Social Interaction	Baggo	X	X
	Ballroom Dance	X	X
	Beanbag Baseball	X	X
	Bingo	X	X
	Board Game Day	X	X
	Book Club	X	X
	Bridge (Card Game)	X	X
	Bunco	X	X
	Card Games (Various)	X	X
	Conversation Cafe	X	X
	Cribbage (Card Game)	X	X
	Dominoes	X	X
	Health, Wellness and You	X	X
	Mahjong	X	X
	Minnesota (Card Game)	X	X
	Pinochle (Card Game)	X	X
	Shuffleboard	X	X
	Sit and Get Fit	X	X
Sunshine Quilters	X	X	
The Voices	X	X	
This-N-That Exchange	X	X	
Ukulele	X	X	
Physically Intensive	Lap Swim/Water Walking		X
	Open Swim		X
	Open Gym - Basketball		X
	Open Gym - Pickleball		X
	Fitness Center Workout Rooms		X



# CITY OF RENO PARKS AND RECREATION

# FACILITY RULES

## EMPLOYEE AND PUBLIC TEMPERATURE SCREENING

Effective immediately, all employees and guests will be screened for a fever upon entering.

If you register a temperature of 100.4 degrees or above, you will be asked to leave to preserve everyone's safety, including your own.

## WHO IS AT HIGHER RISK?

- Older adults (age 60 and older)
- People with medical conditions:
  - Heart disease
  - Lung disease
  - Diabetes
- People who have been in close contact with a person infected with COVID-19
- People who have recently been in an area with increased risk of exposure

## IF YOU SUSPECT INFECTION

- Contact a doctor or healthcare provider immediately
- Stay at home and isolate yourself from others to prevent further infection

## STAY HOME IF YOU ARE SICK



- If possible, avoid going to work, school, public areas and using public transportation if you are sick.

## WASH YOUR HANDS



- Wash or sanitize your hands regularly, especially after touching high-touch surfaces or interacting with the public.
- Wash your hands with soap and warm water for at least 20 seconds
- Use alcohol-based hand sanitizer if soap and water aren't available.

## KEEP YOUR DISTANCE



- Avoid close contact with others (6 feet or 2 meters).

## AVOID TOUCHING YOUR FACE



- Avoid touching eyes, nose or mouth with unwashed hands.

## WEAR YOUR FACEMASK



- All employees are required to wear facemasks while outside personal workspaces, including when working off-site, and when interfacing with the public for any reason.

## COVER COUGHS AND SNEEZES



- Cover your cough with a tissue or use the inside of your elbow.
- Throw used tissues in the trash.
- Immediately wash your hands.

## EQUIPMENT



- Avoid sharing equipment
- Only use equipment given to you
- Clean and disinfect counters, tabletops, phones, keyboards, chairs, games, recreation gear, gym equipment, etc.

## WATER POLICY



- Bring your own water bottle if possible
- Staff will help fill up water bottle/cups with water jug in the classroom
- Water fountains will not be available

## RESTROOMS



- One member in the bathroom at a time
- Wash your hands after using the restroom

## INSIDE GYM & OUTSIDE



- Keep your hands to yourself
- Maintain distance when playing group games
- Sanitize your hands
- Please don't share equipment

FOR MORE INFORMATION:  
[RENO.GOV/COVID19](https://www.reno.gov/covid19)

08/12/2020



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## **SAMPLE FACILITIES & RECREATION SERVICES DEPARTMENT SCHOLARSHIP PROGRAM**

The City of West Hollywood Facilities & Recreation Services Department established the scholarship program to ensure that City residents are afforded an opportunity to participate in Facilities & Recreation Services Department classes and programs.

All documents submitted to the Department are kept confidential. Scholarships are granted based upon funds available at the time of request and adherence to the guidelines listed on page 5. Qualifying applications are accepted on a first-come-first-served basis until allocated scholarship funds are exhausted. Incomplete applications will not be considered. Completion and submission of this application does not guarantee approval. Application approval does not guarantee enrollment into a program or class if the program or class has already reached its maximum enrollment capacity. Scholarship funds are non-transferable.

### ***PROGRAM GUIDELINES FOR RECREATION CLASS OR CAMP SCHOLARSHIPS***

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- ◆ The maximum scholarship amount for recreation programs and classes, per calendar year, is \$500/person or \$1,500/household (no cash value).
- ◆ The maximum discount per class/program is up to 50 percent of fees, up to the \$500/person or \$1,500/household scholarship award maximum.
- ◆ Applications must be submitted no less than three weeks prior to the start of the requested class/program.
- ◆ Applications received and approved after the start of a class/program may only be used toward the following session.
- ◆ All scholarships remain in effect for one calendar year, from January 1–December 31.
- ◆ Scholarships may be revoked/changed at any time due to lack of funding, income changes, non-payment, or continual late payment of fees not subject to scholarship or applicant fraud. Violations of applicable recreation program code of conduct or program policies may result in termination from the program as well as revocation of scholarship funds.

### ***ELIGIBILITY***

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- ◆ Applicant must show proof of residency within the City limits of West Hollywood.

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- ◆ Applicant must meet income criteria set by the U.S. Department of Housing and Urban Development.
  - ◆ Applicant must submit completed application and supplemental documents listed below.

### **Required Documents\***

- ◆ Completed class registration form and/or camp paperwork packet.
- ◆ Completed scholarship application.
- ◆ Proof of residency: Current ID and utility bill.
- ◆ Proof of income: recent check stub, three months of bank statements and 1040 Income Tax Form for the last year.
- ◆ Proof of unemployment/welfare: eligibility letter and dated ID card.

*\*The City can request additional information, if necessary.*

**This scholarship program is not guaranteed to be available beyond the fiscal year #####.**

## SAMPLE SCHOLARSHIP APPLICATION

Please mail or hand-deliver your completed application to:  
 City of West Hollywood  
 Attn: Scholarship Program  
 {Insert appropriate address(es) and telephone number(s)}

<b>HEAD OF HOUSEHOLD</b> _____		
<b>ADDRESS</b> _____ <b>CITY, STATE, ZIP</b> _____		
<b>PHONE: HOME</b> _____	<b>MOBILE</b> _____	<b>EMAIL</b> _____

<b>EMPLOYER</b> _____		<b>OCCUPATION</b> _____
<b>ADDRESS</b> _____		<b>CITY, STATE, ZIP</b> _____
<b>SUPERVISOR</b> _____	<b>PHONE</b> _____	

<b>MARITAL</b>	Single( )	Married( )	Divorced( )	Separated( )
<b>IF MARRIED, SPOUSE'S NAME</b> _____				
<b>EMPLOYER</b> _____		<b>OCCUPATION</b> _____		
<b>ADDRESS</b> _____		<b>CITY, STATE, ZIP</b> _____		
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### ANNUAL HOUSEHOLD INCOME

<b>HEAD OF HOUSEHOLD</b>	<b>\$</b>
<b>SPOUSE</b>	<b>\$</b>
<b>CHILD SUPPORT</b>	<b>\$</b>
<b>PUBLIC ASSISTANCE</b>	<b>\$</b>
<b>ALIMONY</b>	<b>\$</b>
<b>OTHER</b>	<b>\$</b>
<b>TOTAL ANNUAL INCOME</b>	<b>\$</b>

Total number of people in household \_\_\_\_\_. Please list below:

LAST NAME, FIRST NAME	AGE (IF UNDER 18)	RELATIONSHIP TO APPLICANT

Have you or your dependents participated in the scholarship program through the Facilities and Recreation Services Department before? If yes, who and when?

LAST NAME, FIRST NAME	DATES

Please list the applicant's name and the program for which they would like to register below:

LAST NAME, FIRST NAME	COURSE NAME AND CODE	FEES
		\$
		\$
		\$
		\$

I certify that all statements on this application are true and correct to the best of my knowledge. I understand that false or incorrect statements shall be sufficient cause for disqualification of request. I read and understand the scholarship program guidelines.

Signature \_\_\_\_\_ Date \_\_\_\_\_

**FOR OFFICE USE ONLY**

**PROOF SUBMITTED:** income ( ) residency ( ) completed application ( )

**SCHOLARSHIP AMOUNT AWARDED \$** \_\_\_\_\_ **NOTIFICATION DATE** \_\_\_\_\_

**REASON FOR DENIAL** \_\_\_\_\_

**STAFF NOTES** \_\_\_\_\_

**STAFF SIGNATURE** \_\_\_\_\_ **DATE** \_\_\_\_\_

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## **SAMPLE SCHOLARSHIP GUIDELINES**

The City of West Hollywood uses the Low-Income Guidelines of the U.S. Department of Housing and Urban Development as criteria to assist residents of the City with scholarships to participate in programs and activities provided by the Facilities and Recreation Services Department.

<u>Household Size</u>	<u>2019 Gross Income</u>	<u>2020 Gross Income</u>
1	\$58,450	\$63,100
2	\$66,800	\$72,100
3	\$75,150	\$81,100
4	\$83,500	\$90,100
5	\$90,200	\$97,350
6	\$96,900	\$104,550
7	\$103,550	\$111,750
8	\$110,250	\$118,950