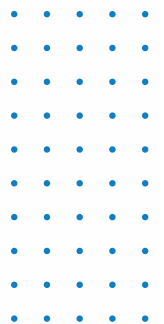
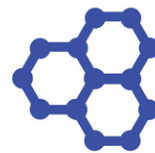




**ORGANIZATIONAL AND OPERATIONAL  
ASSESSMENT REPORT  
OF THE  
SOUTH PASADENA COMMUNITY SERVICES  
DEPARTMENT**



Prepared by  
**Catalyst  
Consulting**  
Recreation  
Services





March 28, 2023

Armine Chaprayan, City Manager  
City of South Pasadena  
1414 Mission Street  
South Pasadena, CA. 91030

Dear City Manager Chaprayan,

Catalyst Consulting is pleased to submit this fact-based Community Services Department Assessment Report. During my analysis I found that you have a dedicated and very capable core of existing staff members in the department; however, I also identified several areas for consideration of potential improvements in the delivery of services to your residents of South Pasadena.

The objective of this review was to evaluate and analyze the organizational and operational systems and functions of the Community Services Department for change and provide you with suggested recommendations for consideration and implementation. The recommendations are set forth in the body of the report as well as summarized in the table at the end of the report.

Thank you for the opportunity to assist the City of South Pasadena on this very important project for the residents of South Pasadena!

Respectfully Submitted,

*John Jones*

John Jones, Catalyst Consulting  
President

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## **INTRODUCTION AND OVERVIEW**

The City of South Pasadena – Community Services Department requested an Organizational and Operational Assessment review to be performed. This study was designed to provide an assessment of the Department’s organizational structure and the efficiency and effectiveness of the overall operations specifically in areas that impact staffing. This process involved park site observations, interviewing and conducting surveys of Department Management and staff, City Management, Commission and City Councilmembers. Additionally, this review included undertaking an analysis of strengths, weaknesses, opportunities, and threats/challenges of the department, all of which would guide the ‘Best Management Practices’ recommendations from Catalyst Consulting.

This following section introduces the analysis – outlining principal objectives and how the analysis was conducted – and presents an Executive Summary.

## **ASSESSMENT SCOPE AND OBJECTIVES**

The primary intent and goal of the project is to conduct a management and operations study to consider the following:

- Identify the strengths and opportunities of the organization;
- Assess the allocation of personnel, programs and equipment resources;
- Develop recommendations that will improve the organizational effectiveness and efficiency of City services;
- Review and examine the City’s organizational structure and operational practices including:
  - Services provided;
  - Staffing levels;
  - Workload;
  - Reporting requirements (span of control); and,
  - Assess the efficiency of Department operations as it relates to staffing, methods of scheduling and productivity and identify potential opportunities for operational efficiencies.

Catalyst Consulting conducted a comprehensive Organizational and Operational Assessment analysis of the Department’s existing operations, service levels, programming, infrastructure management, organizational and operational structures and staffing levels to obtain input on programmatic services. The goal of the analysis was to be fact-based and include all aspects of service provision by the Department. The analysis focused on:

- Organizational and Operational structure, including an analysis of the appropriate grouping of functions and activities related to the provision of recreational services;
- Assess the Efficiency and Effectiveness of the departments operations as it relates to staffing levels including, but not be limited to, staff assignments, culture of the organization, workload, reporting requirements (span of control) and cost-effectiveness of service levels and service delivery;
- Identify opportunities for operational efficiencies; and
- Benchmarks and other objective indicators of recreation program effectiveness.

## EXECUTIVE SUMMARY

The following information outlines the actions taken for this report in an Executive Summary:

- ⇒ Developed an understanding of the key issues impacting the Community Services Department. This required staff introductions and site observations of all the parks and facilities under the direction of the Community Services Department. This initial step assisted in a smooth transition into the gathering of more definitive information to better assess the department.
- ⇒ Developed a general profile of the Community Services Department. Catalyst Consulting conducted surveys with Department Management and staff, City Management, and the City Council. A Focus Group session was conducted with the Community Services Commission to gain their perspective.
- ⇒ Conducted interviews with Department Management and staff focused on the general overview of the departments organizational and operational structure; employee culture; employee functions to evaluate potential gaps and/or duplication of services; management systems; the use of technology; the levels of service provided by the Department; the resources available to provide those services to document the current organization of services, the structure and functions of the department, budgets, workload data, management systems, inventory of the infrastructure, etc. These interviews concluded with a high-level SWOT Analysis of the Community Services Department from their perspective.
- ⇒ Conducted interviews with City Management, City Council and a Focus Group session with the Commission to identify what they believe the department is doing well; should do more of; should do less; as well as identifying what they believe are the top three (3) priorities for the department. Additionally, these interviews also consisted of a high-level SWOT Analysis of the Community Services Department from their perspective.
- ⇒ Benchmarked the recreational programming of neighboring municipalities such as Alhambra, Arcadia, Pasadena, Monterey Park, San Gabriel, and San Marino to the South Pasadena Community Services Department recreational programs.
- ⇒ Evaluated the staffing, organization structure, and service levels in the Community Services Department. This included discussions with staff members to develop an understanding of the current service delivery model, evaluation of the adequacy of current service levels, work practices, work planning and scheduling systems, productivity and staffing levels, the plan of organization, and asset management.

The following information provides an overview of the suggested recommendations for the improvement of the South Pasadena Community Services Department: **(Prioritized Recommendations on page 41)**

- **Recommendation #1 – Develop a Departmental Vision, Mission and Values Statement.**
- **Recommendation #2 – Establish and Maintain Bi-annual All-hands Department Meetings. Establish and Maintain Bi-weekly 1 on 1 Meetings for Director level through Supervisor/Coordinator level full-time positions.**

- **Recommendation #3 – Staffing**
  - **Priority #1: Re-define the duties of the Deputy Community Services Director to become the Operational Manager of the Department; Combine the Two (2) part-time Management Aide positions within Recreation to create One (1) full-time Program Specialist position; and Conduct a Compensation and Compaction Study for the Recreation and Seniors Supervisor positions.**
  - **Priority #2: This staffing recommendation is a suggestion for the future after the completion of recommendation #12 Transit Division Assessment, and possible re-organization of the entire department. NOTE: Implementation of this staffing recommendation should take place with additional program growth within both the Senior and Recreation Divisions - Upgrade the Existing part-time Community Services Coordinator position to a full-time Community Services Coordinator position; and Upgrade the Existing full-time Recreation Specialist position to a full-time Recreation Coordinator position.**
- **Recommendation #4 – Establish a Strong and Sustainable Cross-Training Program for all full-time job classifications within the Department.**
- **Recommendation #5 – Continue with the new format for the Bi-Weekly Departmental Management Meetings.**
- **Recommendation #6 – Create and Implement a “Park Attendant” Program for the weekend rentals of park picnic/gazebo and building facilities.**
- **Recommendation #7 – Develop Formal Agreements with all Strategic Partnerships for consistency and continuity.**
- **Recommendation #8 – Implement a “No Surprises” Communication Process within the Department and throughout the City Agency.**
- **Recommendation #9 – Develop a Community Services Section or Focus Area within the City’s Strategic Plan that will align with the City’s General Plan for Recreational and Open Space Use to Assist in Guiding the Community Services Department in the future.**
- **Recommendation #10 – Conduct a Community-Wide Programming Needs Assessment; and include a Program Fee Analysis Study within the Finance Departments 3 - 5 Year Fee Study.**
- **Recommendation #11 – The Department should implement an On-going Customer Satisfaction Survey Program.**
- **Recommendation #12 – Issue a Request for Proposal (RFP) to hire a Transportation Consultant Industry Expert to evaluate the Transit Division.**

## **ORGANIZATIONAL AND OPERATIONAL ASSESSMENT OVERVIEW**

The objective of this assessment was to identify opportunities for improvement in the organizational and operational efficiency of the Department, and practicable opportunities for enhancing the quality of its product and services. Catalyst Consulting has found the following statements are strengths of the Community Services Department.

### **1. The Community Services Department displays a number of strengths.**

An organizational and management analysis by its nature focuses on opportunities for improvement. However, there are a number of strengths in the Community Services Department, perceived by staff as well as from city stakeholders that supports the Department. Examples of these strengths are portrayed below:

- The department enjoys a strong sense of citizen engagement and support for the parks and the recreational services provided by the Community Services Department;
- The staff from the Community Services Department solicit input and feedback regarding participants' desires for new programs, and satisfaction with others;
- The Department attempts to work with multiple community groups to accommodate their recreational needs in an equitable fashion. Staff continue to work with unique Specialty Operators in the areas of tennis, golf, museum, stables, community garden and batting cage facilities in order to identify solutions for revenue enhancement of these city facilities as well as provide a balance of recreational opportunities for the South Pasadena Community's use;
- The Department solicits sponsorships from local businesses to support many of its annual events; and,
- The Department provides many popular events, such as Summer Concert and Movie Series, Shakespeare in the Park, Halloween Spooktacular Event, Spring Eggstravaganza, Breakfast with Santa, and many others.

These strengths provide a sound basis for further enhancements.

### **2. There are significant improvement opportunities for the Department going forward.**

The Community Services Department is typical of many small parks and recreational service providers across the country, in that it has provided services in the same way, with similar numbers of staff, for many years. Parks and facilities are opened, cleaned and maintained in accordance with plans, procedures and schedules that are largely undocumented, but well known to the staff. Similarly, recreational services are provided with relatively little variation, although they may be altered and enhanced based on informal comments received by participants. When faced with new challenges, these organizations tend to confront them within the context of historical operations.

In short, community facing departments that offer important, quality of life and enrichment services to their residents are expected to engage their community members in order to demonstrate efficient and effective use of the taxpayers funding. In addition, due to the recent pandemic, all municipal services were taxed beyond their capacity and were required to reposition themselves in order to continue to provide high quality services to their residents. In relationship to programs provided by Community Services Departments throughout Southern California, the new norm and expectation of residents are to see a resurgence of municipally offered programs and services to not only experience recreational programs, events and services that what were provided prior to the



pandemic, but actually to see an increase in these offerings to improve upon the quality of life for their communities. Given this new norm, the South Pasadena Community Services Department, like many others, can no longer plan its future service provision based on a linear projection of what has happened in the past, but must change and adapt to changes in residents needs post pandemic.

Catalyst Consulting received excellent input from many sources during the course of this project, and has related the results within the following pages. However, the provision of the optimum menu of recreational services cannot solely be a product of a consulting report. It must be a collaborative effort by the residents of the town, in concert with the staff who provide them. One of the singularly fortunate attributes for the City of South Pasadena is that there is a knowledgeable and engaged populace with no lack of excellent ideas to share, and a willingness to participate.

With these considerations in mind, Catalyst Consulting has, in the following categories, made recommendations to enhance the **ORGANIZATIONAL STRUCTURE** of the Community Services Department. The over-arching themes for enhanced organizational structure fall into the following categories:

- Culture/Mission, Vision and Values;
- Organizational Staffing and Structure;
- Efficiencies, Gaps or Duplication of Services;
- Strategic Partnerships;
- Leadership System; and
- Performance Management.

### **CULTURE/MISSION, VISION AND VALUES**

The Community Services Department does not have its own Mission, Vision and Values Statement therefore Catalyst Consulting conducted this analysis within the framework of the City’s Mission Statement and Core Values which are as follows:

#### ***MISSION STATEMENT***

*The City of South Pasadena is committed to providing effective and efficient municipal services for the community while preserving our small-town character.*

#### ***CORE VALUES (not in priority order)***

- *Honesty and Integrity*
- *Teamwork*
- *Outstanding customer service*
- *Responsiveness*
- *Open and accessible government*
- *Community participation*
- *Fiscal responsibility*

In review of the staff surveys and internal interviews during the engagement process, it appears that the Department does not have a well-defined organizational culture. Due to the lack of a well-defined organizational culture, this has also created a potential morale issue within the department. This is important, as the ability to execute plans and work projects can be strengthened by the development of a strong organizational culture. It provides a sense of focus in recruiting and hiring staff in order to ensure a good organizational fit, it provides direction for all department employees and serves as a focus for the organization to meet the needs of the community. As a result, defining the ideal organizational culture is an important endeavor for the Department. Efforts should be made to operationalize the mission, vision, and values to ensure these come to life and become meaningful for all employees

In reviewing neighboring Community Services Departments to South Pasadena, it was found that the cities of Pasadena, San Gabriel and Monterey Park had developed a Mission, Vision and Values for their Community Services Departments with the City of San Marino creating their mission through their Programming Needs Assessment. These finding supports the benefit of developing a Mission, Vision and Values Statement for the South Pasadena Community Services Department.

Seeing that the City has developed an overarching Mission and Core Values for all city operations, Catalyst Consulting believes that the Community Services Department should use this information to develop their own departments Mission, Vision and Values Statement which would assist in defining the organizational culture of the Community Services Department. Catalyst Consulting recommends that the Community Services Department develop a Mission, Vision and Values Statement for the Department.

**Recommendation #1 – Develop a Departmental Mission, Vision and Values Statement.**

**ORGANIZATIONAL STAFFING & STRUCTURE**

The Community Services Department is comprised of four divisions: Administration, Recreation, Seniors and the Transit Divisions.

**Administration Division**

- Responsible for the oversight of all the City leased and managed properties
- Responsible for all liaisons with Commissions, Committees and Subcommittees
- Responsible for the Department’s Budget, Personnel and Operations.
- Responsible for administrating grants and audits.

**Recreation & Youth Services Division**

- Responsible for providing programming and services for Recreation Classes; After School Care; Day Camps; and Community Special Events.
- Responsible for facilitating reservations for Indoor Facilities, Park Gazebos and Field Spaces.
- Responsible for oversight of the departments website and social media information.
- Responsible for the Divisions Budget, Personnel and Operations.

### Senior Services Division

- Responsible for the oversight of programming and operations of the South Pasadena Senior Center.
- Serves as liaison to the Senior Citizen Foundation – See Reference in the **INEFFECIENCIES SECTION**
- Responsible for the Divisions Budget, Personnel and Operations.

### Transit Division (Dial-A-Ride)

- Responsible for the oversight and operation of the Dial-A-Ride Services provided for seniors and residents with disabilities.
- The Dial-A-Ride Services provides transportation services for South Pasadena residents who are over 55 years of age, and/or residents with a disability within city limits. Some transportation to surrounding medical offices in Pasadena, San Marino, Arcadia, San Gabriel and Alhambra is also provided.
- Supports Excursions for the Senior population.
- Responsible for the Divisions Budget, Personnel and Operations.

At present, the Community Services Department has two significant areas of responsibility that are inherently different. This is the provision of Recreational/Senior Services and Special Events and the operation of Transit Services. In many communities as they seek to be cost effective with operations, they look for organizational alignment that can also improve the quality of services. In the case of South Pasadena, Catalyst Consulting supports the pairing the Recreation/Seniors Services and Transit Services within the same department. This relationship benefits the participants within the Recreation and Senior Services programs, as Transit Services provides much needed transportation for the youth after school programs as well as the Senior Center programs.

### *Staffing*

The Community Services Department is led by the Community Services Director and a Deputy Community Services Director. The Deputy is responsible for some of the operations of the Recreation/Youth, Senior and Transportation Divisions. At the time of the preparation of this report, there are nine (9) authorized full-time positions, and approximately (45) authorized part time positions.

Community Services Director	1
Deputy Community Services Director	1
Supervisor-Senior Services	1
Supervisor-Youth Services	1
Management Analyst	1
Program Specialist	1
Management Assistant	1
Transit Driver	2
<b>Total</b>	<b>9</b>

A department of this small size which has a great deal of community engagement and presence, requires a strong, hands-on leader who is able to communicate with the residents, City Manager and City Council about issues and priorities and take responsibility for communicating information from the City Manager and City Council to staff. As such, this individual should ensure that the departments Mission, Vision, Values and priorities are set, schedules are monitored and that the quality of work remains high.

I learned that all-hands department meetings do not take place, due to the difficulty in scheduling a time for all staff both part-time and full-time to be available to attend. I also learned even though there are bi-weekly department management meetings with the supervisors, there are no 1-on-1 meetings between the Deputy Director and the Supervisors to address the operational details for each of the divisions. Due to these important communication meetings not taking place or being consistent, there often can be miscommunication or no communication taking place throughout the organization, which often times leads to low morale and even confusion within all the employee ranks.

With regard to the all-hands department meetings, it is suggested that the Director and Deputy Director work with the Supervisors to find two (2) appropriate times of the year that the entire department both part-time and full-time can be together for an organized event to use as employee training or event holiday luncheon and staff appreciation event. Many recreational agencies prefer a pre-summer or “Summer Kick-Off” event held in June and then a “Holiday Luncheon Staff Awards or Appreciation” event held in early December. These events will serve as an opportunity to develop good strong communication down into the part-time ranks and embed consistent communication throughout the entire organization. As basic as these ideas may sound, they are pivotable in developing and creating “Team” within a very customer facing organization and helps the employees feel cared for and empowered to produce good results for the organization and city.

**Recommendation #2 – Establish and Maintain Bi-annual All-hands Department Meetings. Establish and Maintain Bi-weekly 1-on-1 Meetings for Director level through Supervisor/Coordinator level full-time positions.**

In review of the department as it relates to staffing, I have separated this issue into two (2) priorities, with the first priority to be accomplished immediately, and the second priority to be followed after there is an increase in programming and user participation.

Within Priority #1, as I reviewed the administrative organizational structure of the department, I observed that both the Director and Deputy Director were very busy managing the abundant administrative and programmatic assignments for the department. Often times, these assignments seemed to consume most of their attention and didn't appear to be strategic in how these assignments were addressed. Using this approach can lead to some confusion and could appear to staff to be a bit disjointed as to who they are supposed to report to within various assignments.

A more strategic approach as to how these assignments were focused would benefit the department, and recommend that all assignments were broken into program operational assignments and administrative assignments. The program operational assignments would typically consist of all programming that the department offers as well as all personnel that oversee those assignments. The administrative assignments would typically consist of management of the department overall budget, final personnel issues, accomplishment of the city-wide and department strategic goals and objectives, oversight of capital projects, and visioning and serving as the direct conduit with City Management and City Council.

The implementation of this approach would not be exact, as some times assignments could meet both criteria of being a program operational and administrative assignment. In these cases, I would suggest that both the Director and Deputy Director review this assignment and develop a “Divide and Conquer” approach as to how to address this assignment.

The benefit of implementing this approach within the Community Services Department is that it creates a very clear and sustainable pathway and succession plan for the Director's position. This approach will prepare the Deputy Director to be well versed in all program operations for the department and be able to observe how the Director has managed the administrative assignments allowing them to be appropriately prepared to assume the Director's role as the leader of the department. Given the aforementioned reasons, I recommend that all administrative and programmatic assignments be identified and that the duties of the Deputy Director be re-defined to assume the role of the Program Operational Manager for the Department.

As I reviewed the programmatic organizational structure of the department, I observed the Management Aide positions within the Recreation and Youth Services Division are being filled by two (2) part-time employees to manage the Registration and Facility Reservation Software system. I was informed that these part-time positions have had high employee turnover within these positions. This turnover is requiring the full-time staff member who oversees this vital department function to continually recruit staff members and re-train on a very frequent basis. Unfortunately, this is consuming more and more of this full-time staff member time in order to make sure that the class registration and facility reservation system continues to be available for the community to register and make reservations for all classes and facilities used by the community. It would be more cost effective to combine these two (2) part-time positions and create a full-time Program Specialist position to ensure continuity within the organization as well as a clear and clean succession path for this position. The Class Registration and Facility Reservations System is a critical element for the department, and this function desperately needs consistency for operational efficiency for the department and the engagement with the community.

In addition to the aforementioned staffing recommendations, I also recommend that the City conduct a Compensation and Compaction Study for the Supervisor positions who oversee the Recreation and Youth Services and Senior Services Divisions. It has come to my attention that these Supervisor positions are out of alignment in relation to the Management Analyst position responsible for the Transit Division. These two Supervisor positions should be considered equal in scope and amount of responsibility when compared to the Management Analyst position.

Within Priority #2 and in the future, after the Transit Division Assessment and possibly after a department re-organization, the following two (2) staffing recommendations for the senior and recreation program areas be implemented after a Community-wide Needs Assessment is conducted to engage the community as to what programs and events they would like to have for the future. This assessment may identify the need for increased programming, which will result in a growth in user participation and require additional staffing to support this growth.

In my review of the Senior Citizen Program staffing, I observed that the Community Services Coordinator position within the Senior Services Division is being filled by one (1) part-time employee and needs to be reviewed when programming and participation increases. Given the assessment results, it is imperative to increase programming for the Older Adults in the area of wellness, fitness and health in order to meet the current demands of "today's" senior population. With the growth of programming and participation, this part-time position becomes an important element in the success of the daily operations of the Senior Center. This position is currently responsible for all of the fee-based and volunteer classes, special events, lectures, excursions, and the Nutrition Program, and with increased programming, this position will need to be upgraded to a full-time Senior Citizen Coordinator position. It is very typical of municipal organizations to have this new position serve as the on-site full-time Senior Citizen Coordinator responsible for the daily operations of the Senior Center.

Lastly, in my review of the Recreation Program staffing, it is imperative that when programming and participation increases within this division, the full-time Recreation Specialist position needs to be upgraded to a full-time Recreation Coordinator position. The reason for this upgrade is not only to support the growth of programming and participation, but also to create more job responsibility and define a clear succession plan within the Recreation Division.

In most municipal recreational agencies, the path for succession typically starts as a Recreation Specialist as the highest-level part-time position or as the entry level full-time position, then graduating to a Recreation Coordinator position then to a Recreation Supervisors position. Currently, the next full-time opportunity for the Recreation Specialist position is to become a Recreation Supervisor which is considered a management position in South Pasadena. It is my belief that the experience and scope of responsibility within the Recreation Specialist position does not adequately prepare this staff member to become a Recreation Supervisor serving in a management position. If this entry level position were upgraded to a Recreation Coordinator position, this would support the need to handle the growth of programming and increased participation and assume more job responsibility in order to develop appropriate skill sets, as well as to create a sustainable succession plan for the Recreation Division.

**Recommendation #3 – Staffing**

- **Priority #1: Re-define the duties of the Deputy Community Services Director to become the Program Operational Manager of the Department; Combine the Two (2) part-time Management Aide positions within Recreation to create One (1) full-time Program Specialist position; and Conduct a Compensation and Compaction Study for the Recreation and Seniors Supervisor positions.**
- **Priority #2: This staffing recommendation is a suggestion for the future after the completion of Transit Division Assessment, and possible re-organization of the entire department. NOTE: Implementation of this staffing recommendation should take place with additional program growth within both the Senior and Recreation Divisions - Upgrade the Existing part-time Community Services Coordinator position to a full-time Community Services Coordinator position; and Upgrade the Existing full-time Recreation Specialist position to a full-time Recreation Coordinator position.**

<b>Recommended Priority #1 Position Actions</b>	<b>Costs</b>
Re-define duties of Deputy Community Services Director	<b>\$0</b>
Combine (2) PT and Upgrade to (1) FT Program Specialist	<b>\$22,418.49</b>
<b>TOTAL FULLY BURDEN RATE COST</b>	<b>\$22,418.49</b>

<b>Recommended Priority #2 Position Actions</b>	<b>Costs</b>
Upgrade (1) PT Coordinator to (1) FT Coordinator	<b>\$7,442.36</b>
Upgrade (1) FT Program Specialist to (1) FT Coordinator	<b>\$6,450.36</b>
<b>TOTAL FULLY BURDEN RATE COST</b>	<b>\$13,892.72</b>

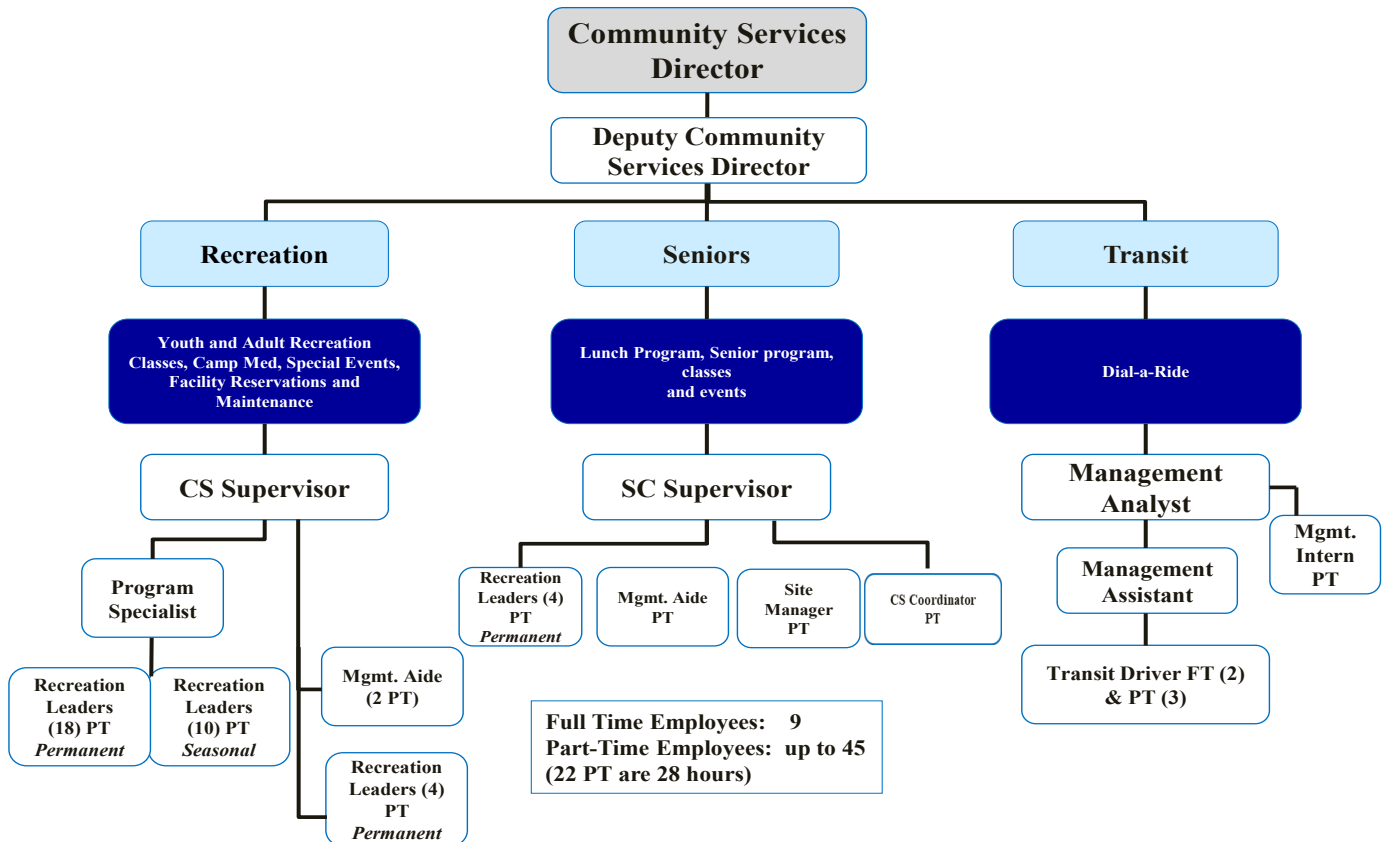
**Structure**

An organization that is balanced and well-structured provides the basis for organizational efficiency and effectiveness. Structural coordination is important in any organization’s ability to effectively carry out its desired mission and promote a harmonic and healthy work environment. If employee workload is appropriately balanced, then you will achieve a harmonious and healthy work environment. Often times, when the employee workload is overwhelming and creating a stressful work environment, employee morale suffers and productivity declines in that work environment. Within a professional business organization, coordination is defined as the process of organizing people or groups so that they work together properly and well together and having a balanced workload so that every team member feels they are collectively accomplishing the goals for the department.

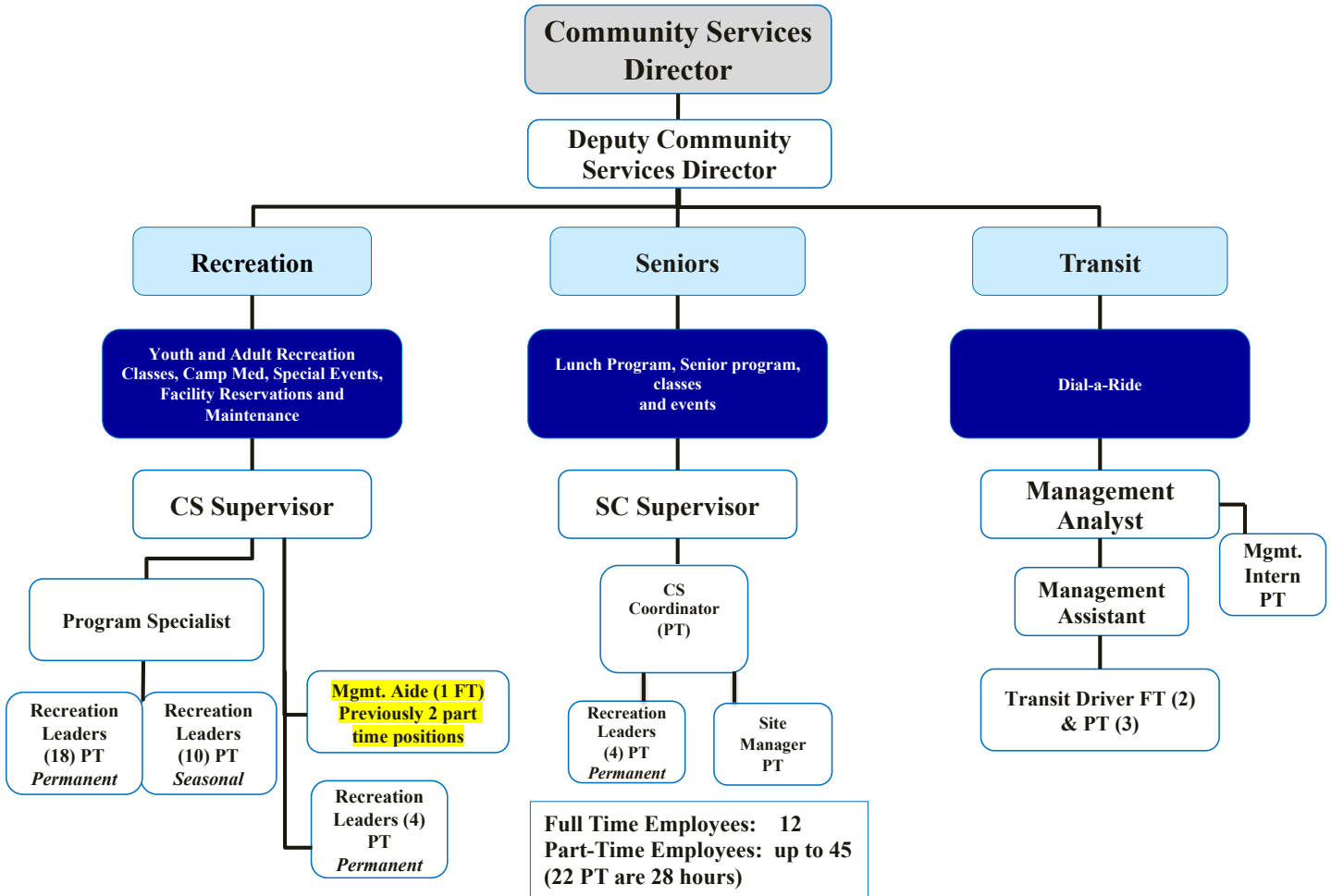
Implementing the Priority #1 staff recommendations will provide a balanced and well-structured organization. I further support that once a Community-wide Needs Assessment is conducted that fully engages the South Pasadena community, they will provide clear direction as to what types of programs and events they would like to have to meet their quality and enrichment of life needs. With the implementation of these programs and events that they would like to have for the future, will result in the need for increased programming and resulting in a growth in user participation. Once achieved, I recommend that Priority #2 staff recommendations be implemented.

**CURRENT**

**Community Services Department**



# PROPOSED Community Services Department



## SUCCESSION PLAN AND CROSS TRAINING

With re-defining the Deputy Directors role and the addition of a full-time Program Specialist position, and the potential of upgrading two (2) Coordinators positions, the development of a sustainable Succession Plan is essential in order to maintain high quality programming and organizational effectiveness for the residents of South Pasadena. Succession planning is the process organizations use to ensure every critical position is occupied by an employee with the right skills and experience. It aims to ensure workforce continuity by identifying and preparing suitable candidates, so that positions aren't left vacant. Many years ago, organizations would only focus on the senior leadership positions, but recently mainly due to the "Great Resignation" and the "Pandemic" succession planning has taken a much broader organizational 'root and branch' approach that promotes candidates through the ranks, rather than rely on recruitment. This is particularly important today because many of the positions within the recreation profession are experiencing a very high turn-over rate causing many challenges for community services department throughout California.



Large or small, every organization needs succession planning. In smaller organizations, much like the South Pasadena Community Services Department, it may be less complex, but the impact of losing a highly valued employee is no less disruptive. In fact, you could argue it's more disruptive based on the ratio of leavers to employees. In addition, it is common for all part-time and full-time employees within a Community Services Department interface with many members of the South Pasadena community, so the loss of any of these employees creates a very challenging gap in knowledge and resources that will affect the continuity of services to the residents.

In order to mitigate the loss of valuable recreation employees is to establish a strong and sustainable cross-training program for all levels of the department. This system can be developed by working collectively with all of the full-time employee classifications and requesting them to create an “**Cross Training Notebook**” for one (1) year of programming for that position that contains detailed lists of assignments with task to follow for each of the assignments throughout the year. This notebook is a living document that will need to be updated after each assignment is completed with a formal debriefing report. It is suggested that the Deputy Director review and sign these debriefing reports to ensure that all issues and needs have been addressed for closure of this assignment.

With the completion of all the Cross Training Notebooks within all job classifications, then development of a sustainable cross-training program can be established. This Cross Training Model should consist of requiring each employee to observe/audit the recreational program of a teammate, preferable in a program that they had no interaction in organizing. This observation or audit serves as an additional set of eyes to review this program from a 3<sup>rd</sup> party perspective and provide open and honest suggestions for improvement or change. Typically, a fillable form report can be used to document these observations/audits and should then be reviewed by the entire Recreational Professional Team lead by the Deputy Director to ensure that everyone develops a knowledge base for each of the programs that were observed/audited.

This system has proven to enhance quality of each recreational program; serves to educate the recreational professionals on other programs that they have not been involved with in their assignment; and lastly it provides an excellent cross-training plan for all of the employees and relieves the anxiety and stress if for some reason they needed to fill another assignment within the organization due to a temporary vacancy.

**Recommendation #4 – Establish a Strong and Sustainable Cross-Training Program for all full-time job classifications within the department.**

**EFFICIENCIES, GAPS OR DUPLICATION OF SERVICES**

During site observations, it was observed that within the bi-weekly departmental management meetings, each division had their own agenda detailing all updates, activities and issues pertinent to their division. Within this meeting, each divisions agenda was reviewed and commented on causing this meeting to last for approximately 2 hours which does not appear to be operationally efficient. This issue was brought to the attention of the Community Services Director who in turn modified their bi-weekly meetings to focus on the major issues and topics for the department, and upcoming issues or events. They now are using a single Community Services Department agenda for these meetings that highlights a section for each division, and allows for the operational details for each division be addressed during their 1-on-1 meetings with the Deputy Director. This newly implemented meeting system maintains good communication and is much more time effective.

**Recommendation #5 – Continue with the new format for the Bi-Weekly Departmental Management Meetings.**

Within my interviews with staff, I was informed about the constant complaints from the community who are renting the park picnic/gazebo and building spaces within the parks. It had come to my attention, that this is a gap in services as there are no staff working the weekends, and that there is not a formal Park Attendant Program in place to meet and greet the rental community at the park site to serve as a “Ambassador” for the city. Rental of park open spaces and facilities are a very important service provided by the Community Services Department, in which members of the community want to use these park facilities for birthday parties, family get-togethers, wedding receptions, etc. Often times, the look and ease of use of these rental facilities as the rental customer interacts with the City will leave a long-lasting either positive or negative impression on the customers mind as to how important they are to the city.

Most municipal agencies have a dedicated crew of part-time staff members who serve as the “**Park Attendant**” to welcome these rental guests to the city park facility; make sure their needs and rental expectations are met; leave a phone contact number if there are any issues; and then come back after the event to verify nothing was damaged and everything is put away correctly. These Park Attendants become the very important “eyes and ears” for the Public Works Maintenance Crew and in some occasions the Police Department, especially if there are issues with the un-housed taking over the rental space.

The use of Park Attendants will assist the city maintain and improve upon their ability to address the complainant immediately and in most occasions stop any type of complaint follow up the following Monday. I recommend that the Community Services Department dedicate four (4) part-time 28-hour staff members as “Park Attendants” whose job duties are to serve as the “eyes and ears” of the City on the weekends and have the ability to contact maintenance and Police if needed to empty trash cans that may be overflowing or to inform if there is a need for Police service on the city parks. These staff members should work within the Recreation & Youth Services Division, be funded through the Facility Reservation Fees, and become interlinked with the staff member who is responsible for the Facility Reservation System.

**Recommendation #6 – Create and Implement a “Park Attendant” Program for the weekend rentals of park picnic/gazebo and building facilities.**

Lastly, an additional inefficiency I was informed about was with regard to the Supervisor’s liaison oversight responsibility for the Senior Citizen Foundation. Typically, foundations should be self -sufficient and staff should only attend their meetings to provide an update or represent the City. It had come to my attention, that the Supervisor is responsible for clerical support for the Senior Citizen Foundation. Apparently, the Supervisor is developing the Senior Citizen Foundations agendas, taking minutes, developing fundraising letters and postage of these letters creating a loss of productivity for this Supervisor. These extra functions should be the responsibility of the foundation and not the city staff member. I propose that this function be reviewed and re-assigned back to the Senior Citizen Foundation.

**STRATEGIC PARTNERSHIPS**

The Community Services Department maintains many Strategic Partnerships in order to provide a full assortment of services to the South Pasadena community. These partnerships serve as an extension of the Community Services Department and often times require additional staff support in order to maintain a healthy and productive relationship that ultimately provides high quality of life experiences for the residents of South Pasadena.

The following Strategic Partnerships with **Formal Agreements** are as follows:

- Arroyo Seco Golf Facility – Staff working on Market Support and Financial Analysis Report.

- Arroyo Seco Batting Cages – Agreement in place.
- iTennis South Pasadena – Agreement in place.
- San Pascual Stables - Agreement in place.
- South Pasadena Community Services Commission – newly formed, meets 2<sup>nd</sup> Mon. @ 6:30 pm.
- South Pasadena Festival of Balloons Committee – Meets 4<sup>th</sup> Wed. @ 7 pm.
- South Pasadena Historical Museum – Agreement in place.
- South Pasadena Tournament of Roses Committee – Meets 1<sup>st</sup> Tues. @ 7 pm.
- South Pasadena Unified School District – Joint Use Agreement (JUA) from May 18, 2009 being revised.

The following Strategic Partnerships with **Informal Agreements** are as follows:

- AYSO Region 214 – Staff working on Agreement.
- Little League District 18 – Staff working on Agreement.

The following areas do not have any formal agreements and primarily are supported by the city or volunteers:

- Arroyo Woodland & Wildlife Park – Natural Open Space on City Property supported by volunteers.
- South Pasadena Community Gardens and Demonstration Garden – City leases the property for the Community Gardens from Caltrans, then sub-leases to the Los Angeles Garden Council, Non- Profit Organization. The City manages the demonstration garden which serves as a city pocket park.

All of these Strategic Partnerships require staff time and energy to manage and oversee for the benefit of the City of South Pasadena. I was very impressed that the majority of these Strategic Partnerships have formal agreements either in place or about to be in place.

There is one (1) use on City Owned Property, that being the Arroyo Woodland & Wildlife Park. This area is important for the community and essential to maintain in place. I might suggest that staff develop a formal agreement that would embrace the volunteer effort provided by the Friends of the South Pasadena Nature Park for the Woodland and Wildlife Park as this is an emerging environmental area for community members to engage in and support the city's efforts for upkeep and education. In time, this volunteer group may become a 501c3 Non-Profit and be able to fundraise to support this area. These efforts have taken place in many other municipalities throughout Southern California.

It is very important to have formal agreements in place with all of the Strategic Partnerships, as on many occasions the leadership of these organizations can turnover annually, and much of the relationship history is not well documented. Formal Agreements capture all of the very important details regarding the relationship between their organization and the city, and assists in helping these organizations stay focused to their organizations vision and mission. In recent review of other municipal organizations, I have found that it is very beneficial to the City to have all of their Strategic Partnerships codified in a Formal Agreement. I am happy to see that the Community Services Department staff are currently working with the AYSO Region 214 and Little League District 18 to develop a Formal Agreement that at a minimum consists of the following:

- General overview of the vision and mission of the organization with an explanation of how the City supports this vision and mission for the South Pasadena Community;
- Locations of City Owned properties that support these organizations, to include field allocation and usage standards in order to protect and manage the turf, as well as rules and regulations that protect them from outside use and abuse;

- Rules and Regulations on how improvements can take place on the City Owned property and the use of Sponsorship and Donations and how they must be formally approved by the Community Services Commission and City Council before any improvements take place on City property;
- Identification of the City Liaison to include important contact information even on the weekends;
- And the Inclusion of Terms and Conditions so as to allow the City to check-in on the organization and tune-up agreements as needed, most Youth Sports Agreements contain 5-year terms allowing them to be reviewed by the Community Services Commission before coming to the City Council for final approval.

*It is important to note that there is very little city owned field resources within the City of South Pasadena, so there really needs to be some opportunity for the Community Services Department to capture some of these field spaces to offer events and sporting activities for the benefit of the entire community.*

**Recommendation #7 – Develop Formal Agreements with ALL Strategic Partnerships for consistency and continuity.**

### **LEADERSHIP SYSTEM**

There were many examples of good leadership throughout the Community Services Department. Employees feel a sense of care from the organization and generally enjoy working for the South Pasadena Community Services Department. The Department is highly regarded for its responsiveness both internally and externally. Leadership is committed to providing the best possible service to the community. Even within any strong leadership model, there still can be an employee morale issue as reference within the employee survey responses that need to be addressed when brought up to the attention of management. It is my opinion that this concern was never brought up to the full-time staff level, and never formally reported. This issue could have been addressed with appropriate staff interaction, training and communication by the full-time staff members.

As you know, leadership just doesn't happen without effort and time in developing a strong staff education and training model. It is important that even in difficult financial times, training and education continues to be on the forefront for the organization. One excellent way of gaining this training to make sure the staff within Community Services Department is fully engaged with the professional organization, California Parks and Recreation Society (CPRS). This organization provides training for both the full-time and part-time staff members throughout the year, and is often educating their members on the "Best Management Procedures" within the industry.

The quality of leadership needs to be consistent throughout all levels of the Department, and is essential in order to create teamwork, empowerment, and trust. One important way to demonstrate leadership consistency is through a formally structured and scheduled Employee Appraisal Process. In my review, I was informed that Employee Appraisals for the full-time and part-time staff members take place annually. I was also informed that within these Employee Appraisals, Supervisors use this opportunity to coach, mentor and guide the employee for growth and development. Both of these practices are considered "Best Management Practices" for the organization.

In review of the employee surveys feedback, it was noted from some part-time staff members that their comments or suggestions for growth and promotion opportunities fell on deaf ears when mentioned to the full-time staff members. It is imperative that all issues from employees be taken seriously for review and qualify if this is a valid employee concern or not. Sometimes these issues are upset employees and their concern has been addressed, but perhaps not to the degree they feel was appropriate. In any case, I would suggest you consider implementing an

anonymous staff suggestion box or electronic form process encouraging all part-time and full-time staff members for their feedback allowing them the freedom to express their ideas directly to the Deputy Director. This is not a formal recommendation, but more of a suggestion in order to ensure all employees concerns are being reviewed by Management.

Lastly, given the importance of clear and effective communication from frontline through to the City Council, I recommend that a **“No Surprises” Communication Process** be implemented. This simple communication or update process has been developed and used in many municipal organizations in order to avoid “surprises” to the City Manager and City Council. This simple process requires that if any Community Services Department staff sense or have a gut feeling that any interaction with the community may be taken up to a higher level, that staff member will develop a simple email with the subject titled “No Surprises” to their Supervisor informing them of this conversation and actions taken to address this issue or concern.

I have found that in smaller communities this email needs to be transmitted up the ladder to either the Deputy Director or Director no later than one (1) hour in time. Once the Deputy Director or Director receive this email notice they should review and then add some context as necessary and forward send a similar email with the subject titled “No Surprises” to both the Deputy City Manager and City Manager for their information and it would then be their purview to decide to elevate this information to the City Council or not. When this process is followed as described, it serves to provide an early notice of customer issues or concerns and allows the City Management or City Council to already be prepared with an appropriate response when that customer contacts the City Manager or City Council, thus calling this the **“NO SURPRISES”** Process.

**Recommendation #8 – Implement a “No Surprises” Communication Process within the Community Services Department and throughout the Agency.**

### **PERFORMANCE MANAGEMENT/GOALS AND OBJECTIVES**

The City currently has no guiding structure in place to enable it to analyze, anticipate, audit, plan or manage its work for important open space and facilities used by the community. I have come to understand that the Public Works Department is responsible for maintenance of all city facilities and open spaces. I was also informed that the Public Works Department will soon be developing a Facility Master Plan, which is extremely important for the city to fully understand the current condition of these public facilities as well as their life and expectation for facility maintenance and improvements. I would hope that this Facility Master Plan will identify all the city’s facilities infrastructure, it’s worth, its maintenance requirements, its safety requirements, and the service levels and staffing resources required to maintain these facilities. Developing a Facility Master will be extremely beneficial for the oversight and management of city facilities. I propose that the Public Works Department who is responsible for maintenance of these city facilities and open spaces work with the Community Services Department to create this **Facility Master Plan.**

A performance management system involves management and improvement. Performance management is defined as an ongoing, systematic approach to improving results through evidence- based decision making, continuous organizational learning and a focus on accountability for performance. Accountability is driven, in part, through the development of goals and objectives in alignment with an organization’s strategic plan.

Currently, the Community Services Department does not have a system-wide approach to establishing, monitoring, and measuring goals and objectives. They do have some Key Performance Indicators (KPI's) that are mostly associated with their budget documentation, but I recommend that the Community Services Department should consider developing a section within the City's Strategic Plan that will align with the City's General Plan for Recreational and Open Space Use and guide the Community Services Department in the future. I have already recommended the department create a Mission, Vision and Values Statement; this information can be used for the section within the Community Services Department portion of the City's Strategic Plan. As it will provide staff, City Management and the Community Services Commission with a common understanding of where the Department is headed.

Accountability can be strengthened through a system wide process in the development of goals and objectives and Key Performance Indicators (KPI) that are aligned with the Strategic Plan and the soon to be developed Facility Master Plan. The Department as a whole, each Division and individual employees should have a set of goals and objectives. The objectives for the Divisions should be developed in alignment with the overall organizational strategic direction. All of these efforts will create a strategy focused organization that will result in purposeful direction toward the achievement of organizational goals. The implementation of goals and objectives and KPI's will help guide the Department's future actions and responses to changing needs, and will ensure that programming is a reflection of community desires.

In addition, with the KPI's that are identified within this section of the City's Strategic Plan, the Community Services Department could then issue an annual report to reflect certain workload metrics such as the numbers of broad numbers of participants in programs and activities for Management, City Council and the Community.

**Recommendation #9 – Develop a Community Services Section or Focus Area within the City's Strategic Plan that will align with the City's General Plan for Recreational and Open Space Use to Assist in Guiding the Community Services Department in the future.**

With these **ORGANIZATIONAL STRUCTURE** recommendations being considered, Catalyst Consulting has, in the following pages, made recommendations to enhance the **OPERATIONAL STRUCTURE** of the Community Services Department. The over-arching themes for enhanced operational structure fall into the following categories:

- Functions and Workflow;
- Facilities Review;
- Park Review
- Recreation Program Review; and
- Customer Service Model.

### **FUNCTIONS AND WORKFLOW**

The Community Services Department, like many small departments, tends to focus its efforts primarily on the direct provision of services to its participants. With limited staff and budgets, this is understandable to a certain degree. However, the incorporation of information systems and other technologies can, once implemented, act as workforce multipliers by minimizing efforts related to repetitive and duplicate data entry, and facilitating the analysis of metrics such as cost of programs and services, accounting for fees, trends in participation – both on a demographic and programmatic basis, trends participant interests, as well as many others.

Interviews and observations by Catalyst Consulting during on-site activities indicated that the Community Services Department utilizes technology on a very limited scale. The existing Facility Reservation and Class Registration system “**Sportsman**” is outdated, very complicated to use and limited as to its functionality. Staff have informed me that a new Facility Reservation and Class Registration “**CivicRec**” is currently being purchased which will definitely benefit the management and forecasting of facilities and classes in the future. This upgrade will significantly improve customer experience and assist staff as this technology becomes a workforce multiplier for the department. I was also informed that staff are currently using a very effective timesaving type of technology that enhances the workflow for the department called “**WhenToWork**” (W2W). This application is used to schedule the part-time staff members for assignments. They are cloud-based systems that are very intuitive, affordable and efficient. They allow the full-time staff member to schedule the part-time staff member for work shifts and it also allows the part-time staff member to engage the system taking some of the pressure off of the full-time staff member that is trying to assign assignments for their facilities or programs. I have been informed that the City of Torrance is using it for their Benstead Plunge staffing schedules, and the City of Manhattan Beach is also using it to schedule part-time staff for many of their programs and facilities. This is an excellent example of how staff have evaluated and found technology that can create additional efficiencies within the organization while achieving higher functioning systems and workflow.

### **FACILITIES REVIEW**

Indoor recreational space in South Pasadena are not sufficient for the types of programs that are currently ongoing, in addition to those desired by the community in the future. I realize that a Facilities Master Plan is in the works by the city, so my observations below are meant only for a reference to assist in the review within the Facilities Master Planning Process.

In my review of the recreational facilities, I observed a few areas that if renovated would produce more recreational space to be used for the South Pasadena community.

- With a minimal investment in the renovation of the basement in the War Memorial facility, the Community Services Department can expand recreational programming opportunities to the community. In addition, these programs can also provide additional revenue for the department and the city. I would suggest that staff develop an operational plan for the proposed programming they recommend for this area, and then discuss their needs with a Licensed Architect to gain a better understanding of the cost for the renovation of this basement. The additional revenue from these new programs could assist in repayment of this renovation and ultimately provide additional revenue for the department and the city into the future.
- With regard to the Eddie Park House, this facility is currently listed within the Facility Rental Section of the Recreation Guide. In my review of this facility, it has some wonderful historical elements to this facility, but is in dismal condition. I consider this facility a “Diamond in the Rough” and with enough resources can become an iconic facility within Eddie Park. The insignificant rental income for that facility compared to the cost to just keep the doors open I am sure are quite overwhelming for the city. In order to help this facility back to its original time of glory, there needs to be some consideration for the City to partner with a local historical organization or the South Pasadena Preservation Foundation who currently oversees the Meridian Iron Works Museum. This concept is not unique to other municipalities with these types of historical facilities on city parks, where partnerships have been formed to benefit both organizations. I propose that the city investigate potential partners for this relationship, and then explore how this partnership

can formed to allow this new partner to take over management and maintenance of this facility for a much-reduced usage cost, and in turn allow this new partner to re-invest their historic knowledge and potential grant resources to re-novate this old historic home back to its original glory over time. Realizing that this restoration will take many years, but in the end, this relationship becomes a win-win for both the City and the Historic Organization, as the City reduces the maintenance costs for this facility and keeps it on the park, and the Historic Organization is about to restore this facility back to its original glory in Eddie Park.

- Another enhancement that is sorely needed for the City of South Pasadena is the renovation of the existing Senior Center to meet the needs of today's aging adults. It is very common for municipalities to provide senior facilities and programming to their communities. Unfortunately, most of these senior centers are old and outdated, no longer meeting the needs of the current older adult. The pandemic impacted this population the most, and now that residents are venturing out of their homes to enjoy the city's facilities and programming, it has become more apparent that this new generation of older adults needs are not being provided for in these older city facilities. There is a great deal of research and information on the need for city government to provide Senior Centers that are more focused on health and wellness. I would suggest that staff research other more modern Senior Centers within other municipalities and provide programming ideas that would enhance health and wellness programming within the use of a renovated Senior Center. With these programming ideas, then it would be appropriate to discuss these options with a Licensed Architect to better understand what potential renovation options would be available in order to meet the objectives and goals of this facility and community.
- With regard to enhancing the life experience for your older adults, I have found that some municipalities are moving toward developing "Blue Zones" within their communities to enhance the lives of their aging population thus allowing these individuals to live healthier and longer within their communities. Establishing a "Blue Zone" within various areas of South Pasadena would enhance the quality and enrichment of life for your older populations.
- Additionally, within my observations, I noticed that the staff facilities at Orange Grove Park and the Senior Center office are extremely cramped and operationally inefficient. These facilities house all the full-time staff for the Senior, Recreation and Youth, and Transit Services, and in all cases, they present very little privacy creating a great deal of operational inefficiency and no room for growth of the department. Both of these facilities need to be evaluated within the Facilities Master Planning Process.
- Orange Grove Park – This facility is a former house/Pool facility that was donated to the city and is considered a Historic Building on the Local Historic Registry. It serves as the staff offices for the Community Services Director and Deputy Director, Recreation & Youth Division staff and as the public engagement operations for the Class Registration and Facility Reservations section. Unfortunately, there has not been any interior modifications or improvements done to create appropriate staffing offices to allow for high performance from the staff members. Currently with the Class Registration and Facility Reservation operation is taking place on the second floor of this facility, and if a counter operation is still required for registering for the numerous recreational class offerings, access for the community is challenged as it does not allow for ADA Access. This facility should be considered for a full facility renovation following appropriate Historical Preservation Methodology or at least consider renovating the interior space to appropriately lay out staff offices for improved operational efficiencies.



- If a facility renovation does take place, it would be beneficial for the Community Services Department to consider re-locating the public engagement operations such as the Class Registration and Facility Reservation functions and the Community Services Directors Office to a centrally located retail store front. This would then allow for the community to still engage the in-person functions of the department, and allow for appropriate ADA access to these functions. Understanding that other departments may be having some staff office space challenges, this concept could serve as a One-Stop location for many city services that require public engagement that are all easily accessible for the community.
- Senior Center – This facility is also in need of a review in order to appropriately lay out staff offices for both the Transit and Senior Center staff members. As I have already suggested that the Senior Center be renovated to enhance the services offered to the Older Adult population, if the higher priority that comes out of the Facility Master Plan is that programming space is more valuable than staff offices, consideration could be given to relocating the Transit function to another city facility in order to allow this operation appropriate space and growth.
- Overall, the Facility Master Plan is essential for the City of South Pasadena to prepare a long-term plan for facility development that is based on a vision of the types of services it wishes to offer presently and in the future.

### **PARKS AND OPEN SPACE REVIEW**

In my site visitations of the parks and open spaces, I observed the South Pasadena Community takes full advantage of these spaces, and uses them to enrich the quality of their life's in the city. I observed the play equipment being used extensively and the open spaces being used by families and children enjoying the peaceful outdoor space by picnicking and playing on the open space areas. As I walked the parks and open spaces, I reviewed the park amenities as well as the turf and landscaping maintenance for the open spaces. I found that overall, the city parks and open spaces are well maintained and managed.

With that being said, and from my experience, the highest area of liability exposure on city parks are typically concerning Play Equipment and Trees. Within this section, I am not providing any recommendations for improvement, but am providing some suggestions that should be considered for future management, maintenance and improvements for the city's parks and open space areas and for the benefit of the South Pasadena Community. My suggestions that are as follows:

- The City should consider having all Play Equipment be reviewed by a Certified Playground Safety Inspector (CPSI) to establish a compliance baseline and ensure that all the play equipment meets the appropriate standards for head and body entrapments and material for fall standards for the safety of all users.
- The City should consider having the City Arborist review all the park trees to verify there are no major diseased or dying trees or any hangers or liability concerns with regard to these trees. Pay special attention to Eucalyptus Trees as they have a tendency to drop large heavy limbs when they are suffering from insufficient water amounts, and with the conservation efforts in effect now, they may need to be thinned or crotch trimmed to ensure their safety.
- With regard to day-to-day maintenance of the city parks, I was not tasked with reviewing the management

of these areas, but I propose the City consider establishing **QUALITY STANDARDS FOR MAINTENANCE OF CITY PARKS**, if the Public Works Department does not already have this document in place. This document establishing standards for maintenance is essential for every municipal park maintenance operation, as it creates a baseline of maintenance expectations that are to be followed to continue to have high quality maintenance for your public park and open spaces. Below, I am providing a sample Quality Standards for Maintenance of City Parks and Open Spaces for your staff’s review. In addition, I have provided in Appendix D some General Maintenance Standards for City Parks and Open Spaces.

In my observations and taking into consideration the importance and level of interaction needed between Community Services and Public Works with regard to the parks, that better planning, coordination, communication and reporting of park and open space maintenance will be required to make this relationship work. As the Public Works Department is responsible for all park and open space maintenance, it would be in the best interest of the City that they create a **Maintenance Management Plan** for City Open Spaces and Parks that includes quality service level standards for maintenance. These standards can then be tracked by developing key performance indicators (KPI’s) to track performance of maintenance.

Quality standards are designed to express the results expected in the maintenance of the City’s park system. The standards are stated as "end products" (e.g., turf to be mowed to a height of two inches). This standard is intended to generate a consistent level of service and quality in all of the facilities, focusing on why, when, and how well a task is to be accomplished. Possible quality standards for parks are presented in the table below.

<b>SAMPLE QUALITY STANDARDS FOR MAINTENANCE OF CITY PARKS</b>	
<b>Mowing</b>	Turf area to be mowed weekly during the growing season – grass height 2".
<b>Trimming &amp; Edging</b>	<p>All driveways, sidewalks and edging strips shall be edged every two weeks during the "on" season.</p> <p>Grass and weeds around trees, tree wells, header boards, fences, backstops, etc., shall be trimmed monthly or more frequently to maintain appearance. In no case shall grass or weeds exceed 6".</p> <p>Grass clippings and trimmings in walkways shall be swept or blown off walks and removed if required.</p>
<b>Fertilization</b>	<p>Fertilization of the turf area should be completed with a balanced fertilizer such as 16-6-8 annually once during the summer.</p> <p>Turf should be tested if the recommended fertilizer does not produce desired results.</p>
<b>Insecticides, Herbicides, Pre-Emergent, Insect Control, Disease Control, and Rodent Control</b>	A seasonal spray chart will be developed and maintained in the Recreation and Parks Department. Herbicides and pre-emergent shall be applied according to the approved spray program year-round, weather permitting, with the primary objective being the prevention of weed growth.

<b>Aeration</b>	Turf aeration should be completed during the spring while the grounds are still soft from winter moisture.
<b>Irrigation System</b>	The irrigation system should be set to apply enough water to wet the soil to a depth of 4" to 6". The automatic timing system should be set to avoid interference with sports and other uses. Automatic controllers and sprinkler systems should be checked at least once a week for any abnormalities; failure to do so could result in loss of turf area, the waste of water or the interference with usage.
<b>Litter Control</b>	Park areas shall be maintained constantly and kept in a litter-free condition. Trash pick-up shall be on a regular and frequent schedule to prevent over-accumulation of trash and development of unsanitary conditions. Trash pick-up schedules shall be developed to meet the changing conditions of park usage.
<b>General Site Inspection</b>	The Recreation and Parks Department staff shall inspect the areas in which they are assigned to work on a daily basis, and report any hazards or correct them immediately. All acts of vandalism shall be reported at once and a report written.
<b>Play Area</b>	Swings and play equipment shall be inspected on a weekly basis and serviced if required.
<b>Tennis Courts</b>	Shall be blown weekly to clear dirt and other debris from surface. Surface should be washed weekly, if possible. Nets should be inspected and adjusted weekly.

In addition, I would suggest that the Public Works Department consider developing if one is not already in place, an **Online Maintenance Management System that includes a Formal Inspection Protocol and a Regular Service Assessment Program to Assess Maintenance Services.**

While I am sure the Public Works Department conducts routine parks, grounds and playground equipment inspections, I am uncertain if the Department has developed and implemented a formal inspection protocol whereby issues identified are used to generate work orders for maintenance crews. A Condition Inspection Function is necessary for planning cost-effective preventive and corrective maintenance. Scheduled visual inspection of all components of parks, landscaped areas and open spaces provides data that can be used for assigning priorities and estimating costs for maintenance, and evaluating the performance of the staff of the Public Works – Parks Maintenance and or the City Contracted Service. This type of program formalizes ad hoc efforts to ensure that unmet maintenance needs are documented and provides data for setting priorities and evaluating the performance of maintenance activities.

Work orders must be issued to correct problems identified during the assessment of parks. This should be done on a formal basis through the issuance of the work orders within an online maintenance management system that

should produce a monthly report identifying maintenance and quality issues as well as the resolution and status. The monthly report should include the problem, the location of the problem, the date the work order was issued to correct the problem, the resolution or current status of the problem, and any necessary follow-up as needed. In addition, there needs to be some sort of emailed response sent back to the work order initiator to inform them that this issue has been corrected and resolved.

**RECREATION PROGRAM REVIEW WITH BENCHMARKING**

In my review, I have noticed that some of the recreational programs offered by the Department tend to be those that have been offered in the past, with the exception that if an instructor or staff member has an idea for a new program, the Department will explore it and, if successful, will continue the program. This is no small task as each program needs to be scheduled, instructors identified, participants registered, and any challenges that arise during the program addressed. However, due to the current day-to-day approach, there is no articulated overarching vision or philosophy related to the provision of recreational services.

From the staff input it became clear that there is not enough open space or facility space to meet the many demands from the community for recreational programming. Most of the existing spaces are claimed by the variety of local non-profit organizations minimizing the growth opportunity that the community is requesting. In the Facilities Review Section, I referenced that with some facility improvements specifically in the War Memorial and Senior Citizen facilities, additional and relevant programming can be added and expanded to meet the demands of the community. In addition, in order to better understand the recreational needs of the community, research is needed to determine the potential customer base and what services they might desire. This can be accomplished by reviewing data sources, such as census and public health data, and by surveying or conducting a **Community-Wide Programming Needs Assessment** of the South Pasadena residents and program participants in order to better understand the needs and desires of the community.

*Recreation Program Assessment*

In order to conduct a Recreation Program Assessment, I reviewed four (4) South Pasadena Community Services Recreation Guides: Winter 2022, Spring 2022, Summer 2022, and Fall 2022. The following sections provide more detail as to my findings within the Community Services Department recreational program offerings, enrollment, and marketing. In order to better assess the cost of services for these recreational programs, a **Program Fee Analysis Study** should be conducted within the Fee Study conducted by the Finance Department on its 3–5-year schedule. Within this study, there should be additional emphasis to not include the increase of program fees as a typical CPI increase, but should be separately reviewed by the Community Services Department Director to allow fee increases based on the **average market value** review that the department should annually update.

*Program Categories*

The following is a listing of major program categories that Parks and Recreation and Community Services Departments throughout the State of California commonly provide. This list helps to identify if there are any common program areas not offered by an agency. Most agencies offer a majority of these programs. In matching South Pasadena’s inventory of programs listed in the Recreation Guide against this master list, approximately 59% are represented. In the columns below, black text represents programs that are currently offered (25), red text represents programs that are not offered (17) by the Community Services Department and listed in the Recreation Guide.

Active Adult	General Interest	Pre-school
*Aquatics – JUA	Golf	Running/Walking
Arts	Gymnastics/Tumbling	Seniors
Before/After School	Historical	Special Events
Baking	Homeschool	City-wide Events
Birthday Party Services	Horseback Riding	Sports
Childcare	Language Arts	STEM
Cooking	Lifelong Learning	Sustainable/Green
Dance	Martial Arts	Teen
Day Camps/School Break Camps	Music	Tennis
Early Childhood	*Open Gym – JUA	Theatre/Acting
Environmental/Nature	Outdoor Adventure	Therapeutic Recreation
Extreme Sports	Pets	Trips/Excursions
Fitness	Pickleball	Wellness

**\*It should be noted that due to the restrictive availability and cost of use for South Pasadena School District facilities within the Joint Use Agreement, Aquatic and Gymnasium programming is not available. It is suggested that the City explore a new partnership with SPUSD and consider re-negotiating and amending the current JUA with South Pasadena Unified School District to provide additional recreational opportunities to the South Pasadena community.**

The listings above can be used as a tool to consider the extent to which the South Pasadena program menu is balanced as well as offer ideas into new potential program areas. That said, programming should always be based upon community need, and not necessarily based on the program categories “missing” from the above list. Therefore, a **Community-Wide Needs Assessment** process is recommended to determine how well the program offerings match community need.

**Recommendation #10 – Conduct a Community-Wide Programming Needs Assessment; and include a Program Fee Analysis Study within the Finance Departments 3 - 5 Year Fee Study.**

During engagement meetings, it was mentioned that there may be gaps or duplication of youth programs and services throughout the City of South Pasadena. Therefore, it may be helpful to organize an annual summit of other providers of youth programs within the city to talk about how the agencies can best work together to identify ways in which services may be duplicated. Additionally, it is a good idea to review the youth programs offered by neighboring municipal agencies to assess if new programming should be provided. However, there are times in which duplication is warranted if the demand for an activity exceeds the supply of providers and facility space.

In review of the core category list, I have highlighted three program areas below that are current and relevant to today’s community programming needs that were lacking as programs offered by the Community Services Department:

***Biking and Walking***

The City of South Pasadena adopted their Updated Bicycle Master Plan in August 2011. This plan is a

comprehensive plan is intended to make bicycling a viable transportation option. It complements the small-town atmosphere of South Pasadena and reinforces the City and regions commitment to multi-modal transportation solutions. In addition, South Pasadena boast some very popular walking/hiking trails in Lower Arroyo Park, South Pasadena Nature Park and the Arroyo Seco Bike Path. As noted in a recent national study, walking is the number one activity within the United States. Given this information, what seems to be missing is the corresponding programming to support bike path use and walking/hiking programming.

### *Adult and Continuing Education*

There is a good variety of club and special event programming for Older Adults and Seniors 55 and older; however, general interest programming for adults, especially for ages 18-54 years, is sporadic. Typical programs that can be offered for the Adult age segment include dance, wellness/fitness, and martial arts. In addition, program ideas to support this age demographic that include lifelong learning opportunities are programs ideas such as Money Management, Life Coaching, and Vacation Planning, just as an example.

### *Nature and Environmental*

The “Parks Make Life Better” slogan is touted by our professional organization California Parks and Recreation Society (CPRS) who is a driving influence to get all community members engaged in use of municipal parks and open spaces. However, the supporting structured, scheduled opportunities to encourage the use of park, trails and open spaces was not evident in the Recreation Guide offerings. With this past pandemic that impacted all community members, recreational professionals noticed a spike of usage of all of the parks and open spaces by community members. With this growth of the use of park amenities as well as the increased interest in environmental and sustainable programming, it makes sense to take full advantage of the Arroyo Woodland and Wildlife Park. Suggested programming activities for this park could include Tyke Hykes, Bird Watching, Go Green Education Courses, and Astronomy to be added to the program menu. Environmental sustainability is a key factor in why parks and recreation (and open space) Departments and Districts exist.

The core program areas that have specific facilities for which the programming takes place such as the Senior Center will have a greater variety of programs offered. Program areas such as general interest, lifelong learning, outdoor adventure, and early childhood – could occur at other recreation facilities throughout the community. Since the pandemic, many park and recreation agencies now offer outdoor programming in parks, such as yoga, which is another area for consideration for South Pasadena.

When planning for future program menu expansion, it is suggested that staff consider widening the program scope to include more of the program category listing (above), further develop the three program areas and support the three pillars of the National Recreation and Parks Association’s Pillars: Conservation, Health and Wellness, and Social Equity as well as the CPRS focus of engaging our communities to use our parks and open spaces.

### *Enrollment*

Community Services Department staff have divided its program menu into 4 general class areas. All registration-based programs offered are categorized within one of the 4 areas. Below, please find the enrollment numbers within each of these areas, over the three fiscal years that would not be impacted due to the pandemic:

### South Pasadena Program Enrollments

Core Program Area	2018	2021	2022	Average
<b>Tot Classes</b>	515	605	499	539
<b>Youth Classes</b>	944	1079	1066	1029
<b>Adult Classes</b>	197	112	423	244
<b>Older Adult Classes</b>	1418	112	1828	1140
<b>Total Registrations</b>	3137	1908	3816	2953

#### *Program Specific Review*

I reviewed the Summer 2022 program class offerings that were advertised within the Recreation Guide, as summer programming is usually the busiest programming for communities and typically includes the largest amount of class offering for Community Services Departments. I broke them down into major program categories referenced above, as these are what most Parks and Recreation and Community Services Departments offer for their communities. In my review, I have listed the classes that the South Pasadena Community Services Department offered within these major program categories, they are as follows:

- **Dance:** There are 9 different modes of dance available, with multiple levels offered in all ages in ballet, tap, line, rumba, cha-cha, salsa, swing, line, and ballroom dance. There is a good balance for these offering from tot – older adults. Staff may want to consider expanding dance opportunities in the areas of jazz, hip-hop, and other class offering that are popular within neighboring communities.
- **Fitness:** There are 3 modes of fitness classes available, and were generally only for the Older Adult participants ages 55+. Some opportunities for older adult fitness (e.g., Senior Yoga, FUN-ctional Fitness, and Meditation) were listed in the Older Adult section within the Recreation Guide. The variety of fitness class offerings for all demographics in the areas of yoga, Pilates, circuit training, HIIT, Bootcamp and Zumba classes with a progression of intensity levels should be considered.
- **Music:** There is 1 mode of music class available, and were generally only offered within the Tot class section. An additional opportunity to learn how to play a variety of instruments is available through private lessons.
- **Recreational Sports:** There are 8 modes of sport classes available, with multiple levels offered in all ages, in soccer, horse riding, skateboard, basketball, fencing, martial arts, pickleball, and tennis. There is a good balance for these offering from tot – older adults. Consider expanding classes within golf, batting, flag football, kickball, adult softball and other class offering that are popular within neighboring communities.
- **Seniors:** It appears as though a good variety of club, drop-in and event opportunities are available to those 55 and older. Day excursions are typically quite popular with this age segment and serve as another way to encourage increased participation. Additionally, it is suggested to focus on providing Wellness and Fitness class programming within the Senior Center.
- **Teens:** The teen age programming primarily focuses on a drop-in teen room within the Orange Grove Park Building, that was recently re-located to the Senior Center. In addition to the drop-in program, they offer several recreational sport class and camp offerings at the Skate Park offering for individuals 13+ years of age. This demographic is traditionally the most difficult to provide recreation programming for and with the focus for the city’s teen population being housed in a very small space at Orange Grove Park Building increasing programming for this age segment was very unlikely. The recent re-location to the Senior Center

makes a great deal of sense in order to re-unite and grow the teen population within a larger space. Once this teen programming takes root, it will need to be re-located again back to a dedicated Teen Center within Orange Grove Park Building in order to allow for growth of senior programming. It is imperative that the addition of a formal Teen Center become a vital component for continuing to develop and grow a successful teen programming for the teen population in South Pasadena. This assessment should be accomplished through the Facility Master Plan that was approved by the City Council. With the addition of a Teen Center, an assessment regarding levels of programming for this age segment could be a future opportunity.

- **Visual Arts:** There appears to be no municipal programming offerings for Visual Arts. A variety of these art forms that could be considered include ceramics, pottery, quilting, sewing, drawing, stained glass, and printmaking. The provision of visual arts classes for the residents provides a cultural balance for the community, and could be accomplished with strategic partnerships or collaborations with other non-profit or private entities within the city.
- **Therapeutic Recreation:** There appears to be no municipal programmatic offerings for the population segment with special needs. The importance of offering a balanced and equitable offering of recreational program activities is vital to the health of a growing community. Realizing that recreational programming can be expensive for this population, consideration may be to form a membership club supported by parent volunteers of the participants allowing for athletic and recreational activities which may allow this population to participate in the regional Special Olympic events.
- **Camps:** A plethora of summer and break camps were described throughout the Recreation Guide offerings. The variety of camps offered included STEM programs focusing on engineering, science, technology and math offerings, as well as soccer, horse, skateboard, animation camps. The only area for suggested development is the expansion of camp offerings for teens 13+, such as STEM, computer programming and technology camps and other camp offering that are popular within neighboring communities.

One overarching theme that was consistently observed through this portion of the review was the lack of structured, registration-based programming for youth ages 18 months through elementary age. Early childhood programming was non-existent. This could be due to the lack of facility space to offer this programming, but if there is available space, I would suggest staff explore offering classes to this age demographic.

### *Marketing*

Facebook:

The Facebook audience was 29 as of March 28, 2023 with no ratings at this time. Ratings could easily be increased by enlisting satisfied participants to post positive comments. There were several posts and 1 video on the page, with no ratings. Videos and content can also be posted to the City's YouTube, Twitter, and Facebook pages.

Instagram:

Instagram had 465 followers as of March 28, 2023. Posts included many of the department special events, Camp Med, and Senior Services.

You Tube & Twitter:

There are no Community Services Department You Tube or Twitter accounts.



Using all formats of social media can be very time consuming, but in today’s climate, they are essential in order to drive community members to the services that are provided. With the re-alignment of the staffing position that was mentioned above, the area of social media can be a focus for one of these positions and assist in engaging the community to the services they are providing. I would suggest that Social Media become a top priority of the marketing for the Community Services Department and be assigned to a staff member who has the acumen for social media.

**Registration Method**

The percentage of participants utilizing online registration has increased between 2018 and 2022 by 5 percentage points still using the old antiquated Sportsman Registration System. This percentage is much lower than what is typically found in other agencies, according to general statistical information provided by other municipal agencies. The average agency’s online registration percentage in the database is between 60-65%. When the new CivicRec Registration System is up and running, the online registration numbers will increase and most likely double very quickly, due to the customer engagement options that are available within the CivicRec system. The chart below reflects the fiscal year’s registration breakdowns based on in person versus online registrations.

<b>Program Registration Method</b>				
	<b>In Person</b>		<b>Online</b>	
<i>Year</i>	<i>Quantity</i>	<i>Percent</i>	<i>Quantity</i>	<i>Percent</i>
<b>2018</b>	<b>10,312</b>	<b>83%</b>	<b>2,038</b>	<b>17%</b>
<b>2021</b>	<b>4,660</b>	<b>57%</b>	<b>3,464</b>	<b>43%</b>
<b>2022</b>	<b>10,899</b>	<b>78%</b>	<b>3,075</b>	<b>22%</b>

The more frequently registrations occur online, the more front-line staff can service customers in other ways. Customers expect convenient, easy registration processes; so the addition of adding staff to the Class Registration and Facility Reservation area will promote consistency and continuity for the department.

**Program Guide: Recreation Guide**

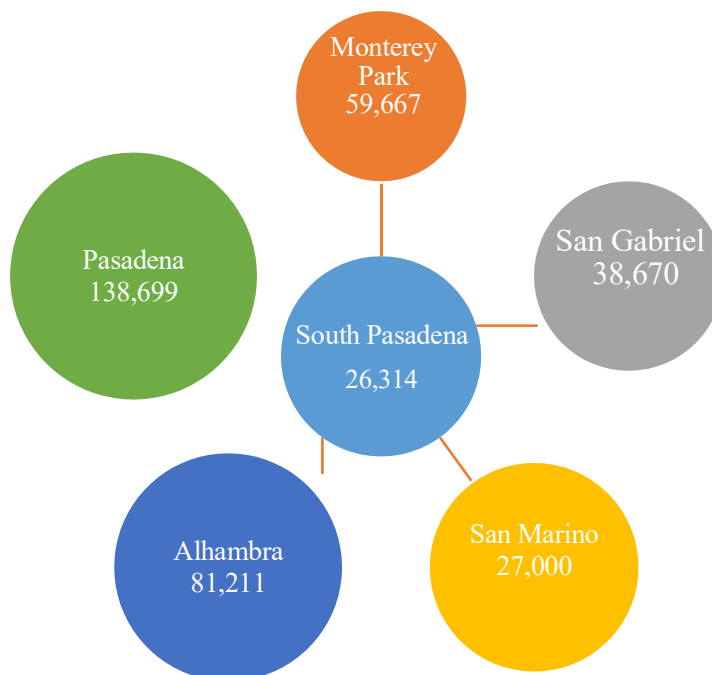
The four issues of the Recreation Guide reviewed were well organized and consistent in their layout. Program descriptions were short, succinct, and efficient in their space usage. The quantity of text per page was high. Photos of actual participants created a more personal feel; which made the classes to be very appealing, personal and will compel the community to want to participate in the program or event.

**Market Segment Opportunity**

In review of the 2020 Census Report, it shows that the City of South Pasadena has increased renters within the city to over 50% of the population. These renters are still paying for Utility and Sales Tax that supports the City’s revenue base, so it makes sense that they too have a vested interest in expecting high quality recreation programs and well-maintained parks. Given this information, one would expect that renters significantly benefit from the excellent South Pasadena Unified School District and Public Safety Services that the City provides. But we also need to remember that renters have very little open space available so that they will place a greater amount of demand on the City’s Parks and Open Spaces. Perhaps by considering this market segment as an opportunity and creating a service package with a corresponding marketing plan could increase the Department’s reach. This group is looking for ways to connect to their community and meet new people and the Community Services Department programming could be that conduit.

### *Benchmarking Recreational Programs*

In review of benchmarking recreational programs, neighboring municipalities who border South Pasadena were identified to provide a valid comparison. It is very typical that recreational customers will cross city boundaries to take advantage of neighboring city's recreational programs and services. These customers are referred to as Non-Residents and will typically pay an increased fee for participating in the classes and programs. This increased fee is often no more than \$10 higher than the resident fee, as it is vital to continue to allow for non-residents to participate in order to maintain appropriate number of participants in classes and programs so as not to have to cancel this class or program due to low participation levels. The neighboring municipalities identified are Pasadena, San Marino, Alhambra, San Gabriel, and Monterey Park. The populations of these benchmarking communities range from 27,000 to 138,699, but all are close enough for individuals to drive a short distance from wherever area they live in South Pasadena to participate in recreational services and visa-versa.



In my benchmarking review of these agencies recreational services, I found the following:

#### **City of Pasadena Parks, Recreation and Community Services Department:**

- Message from the Community Services Director within their Recreation Guide.
- Very robust core program class offerings and nicely balanced within all core program areas.
- Provides Aquatic programming with School District.
- Variety of Teen programs offered within an independent Teen Center.
- Community Services that included legal, housing, and Medicare/Medical support services.
- City run Farmers Market – 40+ years.
- Dedicated Senior Center.

#### **City of Alhambra Parks & Recreation Department:**

- Robust core program class offerings and nicely balanced within all core program areas.
- Provides Aquatic programming at City Pools.
- Limited Teen programs offered probably due to no independent Teen Center.

- Offered Family Excursions
- City run Farmers Market – 38 years.
- Dedicated Joslyn Senior Center.

**City of Monterey Park Recreation and Community Services:**

- Publicized their recreational programming monthly in their “Cascades Newspaper” which included city and community news, and advertisements from local businesses.
- Limited core program class offerings.
- Provides Aquatic programming at City Pool.
- Newly opened Teen Center in collaboration with the ‘Boys and Girls Club’ which will have a variety of Teen programs.
- Dedicated Langley Senior Center.

**City of San Gabriel Community Services Department:**

- Message from the Community Services Director within their Grapevine Guide.
- Very robust core program class offerings and nicely balanced within all core program areas.
- Provides Aquatic programming at City Pool.
- Dedicated Adult Recreation Center for senior programs.
- No dedicated Teen Center, and offers limited Teen programs probably due to no Teen Center.
- Included a Survey opportunity at the end of their guide.

**City of San Marino Community Services Department:**

- Message from the Community Services Director within their Community Services Guide.
- Limited core program offerings that were very balanced, but also very limited facilities.
- No dedicated Senior Center, but offered senior excursions.
- No Aquatic programming.

In review of the recreational core programming offerings and the Recreation Guide provided by the **South Pasadena Community Services Department**, and comparing them to other neighboring agencies, I propose the following:

- Include a Message from the Community Services Director within the Recreation Guide.
- Include a reference to the City’s Resolution of Diversity & Inclusivity within the Recreation Guide.
- Referring back to the Recreation Program Review under Program Categories, suggest adding classes within the core program areas identified in red. (I.e. Early Childhood, Golf, Historical Programs, Homeschool, etc.)
- Explore initiating discussions with South Pasadena Unified School District to explore services that both agencies can do together to develop a partnership for services provided to the South Pasadena Community. This new partnership may create opportunities to re-negotiating the JUA in order to gain additional facility resources in order to offer Aquatic Programming and explore gym usage time.
- Publicize the Chamber of Commerce Farmer’s Market within the Recreation Guide.
- Include a Survey opportunity within the Recreation Guide, and through the new class registration program, “CivicRec”.

## CUSTOMER SERVICE MODEL REVIEW

In my observation of the Community Services Department current customer service model, I noticed that staff work diligently to engage the customer at each event and program they offer to the community. I have seen several positive and complimentary comments sent from community members to staff informing them of how much they appreciated the event and staff's willingness to make this event or program special to them. I have found that the only way a quality customer service model exists within organizations, is because the leadership and management truly have passion for their services and believe that these high-quality services are enhancing and benefiting their community. With this passion from the leadership and management, staff in the lower ranks fully understand that this is the mission and objective of each program and event and assist in providing high-quality recreational services to the community.

That being stated, there has been a change in communities trust and perspective over the past 3-4 years, creating a different dynamic in the offering of services to communities. This shift in perspective is classified as a customer centric focus on municipal government, causing these municipal entities to pivot as to how they now are required to engage their community.

### *Customer Centric Organizations.*

Communities in all municipalities are increasingly looking over the shoulder of local government and requiring justification for the actions of elected and appointed officials. There is increasing conflict within communities regarding the funding priorities of local government. This requires local entities to increasingly spend more time considering how to reach residents and be more proactive in getting their constituents involved. As the Community Services Departments within municipal government typically serves as a connecting department from the City to the community, it would be beneficial for the department to engage the community with ongoing evaluation of Customer Service Satisfaction for all Community Services Departments Programs and Events.

It is important for the Community Services Department to implement a combination of customer satisfaction survey via comment cards, electronic surveys, QR codes and or random staff engagement surveys taken at City-wide events. Realizing that too many survey requests from city staff could cause the customer to feel overly imposed upon, I propose that staff identify the best and most successful survey methods to implement. The suggested type of information to gather from the community on these surveys would be to assist in evaluating the level of customer service about the event and staff such as:

- Quality of the Event, Program or Class;
- Accessibility of staff;
- Thoroughness of staff planning for this Event, Program or Class;
- Satisfaction of the Event, Program or Class;
- Staff that provided exceptional service;
- Area of the Event, Program or Class that were a problem or concern;
- An opportunity for the applicant to make general comments regarding the Event, Program or Class.

These customer satisfaction surveys should be returned directly to the Deputy Community Services Director for compilation and review. A semi-annual report should be developed outlining the level of satisfaction provided to applicants. Information gathered from this evaluation tool should be utilized for on-going evaluation and improvement of the process as a best practice to enable decision-making to fully evaluate staff efforts.

**Recommendation #11 – The Community Services Department should Implement an On-going Customer Satisfaction Survey Program.**

**TRANSPORTATION SERVICES REVIEW**

The Transportation Services provided within the Community Services Department are focused on the seniors and the disabled and is called **Dial-A-Ride**. This type of transportation service is offered by most all municipal agencies throughout California, funded through State Propositions A & C. The Dial-A-Ride program is recognized as an essential service to the South Pasadena senior community, and is available for seniors and residents with disabilities. In addition, the Dial-A-Ride program provides transportation services for (2) two excursions per month to various locations, and to opened facilities (as per LA County Guidelines). This service is available for South Pasadena residents who are over 55 years of age, and/or residents with a disability. Transportation is provided to and from any location within the South Pasadena City limits, and also to some surrounding medial offices in Pasadena, San Marino, Arcadia, San Gabriel and Alhambra.

In my review of this transportation service, I was informed that this Dial-A-Ride program is a critical service for the South Pasadena senior and disabled populations and has been in existence for many years. In 2018-19, prior to the Pandemic, annual ridership was 11,860, and was being used quite extensively by the seniors and disabled who were not able drive on own to doctor’s appointments and other locations that they needed to visit to maintain their quality of life. In 2019-20 annual ridership within this very important program diminished due to the Pandemic to 7,783, and continued to diminish in 2020-21 to 3,683. Last year in 2021-22, ridership started to increase to 4,852. I am confident that ridership will slowly continue to increase as this is a very needed and valuable service for the senior population. I also believe that ridership growth will be slow as many seniors are still very skeptical about riding in a shuttle bus with other riders due to the fear that has been instilled in them because they have been identified as the **“Highest Risk Population”** to get COVID. This concern by the senior population may open the door for a new type of individual transportation service, such as “microtransit”.

Even though ridership is still lower than it was in 2018, the staffing efforts to manage this program remain very high. Staff have communicated to me that the customer calls for questions and service have increased, and in order to continue to provide excellent customer service they have found that they are challenged in keeping up with the additional customer interaction and workload. In addition, staff have informed me that they are struggling in hiring part-time shuttle drivers to support the Dial-A-Ride program, which is putting additional workload challenges on the team. Fortunately, the City of South Pasadena had the foresight to create (2) two full-time driving positions, as other municipalities did not move in that direction and are extremely challenged in even offering a Dial-A-Ride program to their communities. In fact, in my research with other municipal agencies, I have found that the only way for municipal agencies to maintain a quality Dial-A-Ride program is to have full-time drivers or contract out this service. That being said, the City of South Pasadena has successfully pivoted in this environment and is in good shape to continue to offer a high-quality city run Dial-A-Ride program for the senior residents of South Pasadena.

The newest trend in the area of municipally offered Transportation Services is **“microtransit”**, and has come to light primarily due to the Pandemic which caused the fear of the seniors and disabled populations traveling with other individuals in an enclosed shuttle environment. As you are aware, the County of Los Angeles Public Health Department enacted significant restrictions on municipal agencies, that most all Dial-A-Ride programs were closed until these health restrictions were lifted.

The term “microtransit” is fairly novel but describes what can be thought of more generally as “flexible transit”. This type of transportation service allows agencies to offer riders an on-demand option that is more flexible than designated appointment-like Dial-A-Ride services. The option typically uses vehicles operated by Uber, Lyft or Taxi and is an individual service as compared to shuttle services provided by Dial-A-Ride. Municipalities are viewing this type of service as a supplement to their existing Dial-A-Ride programs as the senior population has become very accustomed to using these types of on-demand services due to the restrictive health orders cancelling all of the Dial-A-Ride programs because of the proximately of ridership within the shuttles.

In order to explore this option, I contacted a Director of a large municipality to better understand the future of transportation services for municipalities. In my conversation, I was informed that the large Los Angeles County Transportation Agency such as Metro have already launched “Metro Micro” services for some city’s within Los Angeles County, but these services are not available for South Pasadena at this time.

Given this information, I recommend that the Community Services Department issue an RFP to hire a Transportation Consultant Industry Expert to provide a deep dive into the Transit Division. My expertise is not in the field of Transportation, so I would need to defer this matter to an industry expert to conduct this assessment.

**Recommendation #12 – Issue a Request for Proposal (RFP) to hire a Transportation Consultant Industry Expert to evaluate the Transit Division.**

### **ENGAGEMENT SUREYS & SWOT ANALYSIS**

#### *Engagement Surveys and Meetings*

Engagement surveys and meetings were conducted and included City Council, Community Services Commission, City Manager and Deputy City Manager, Community Services Director, Deputy Director, Supervisors and general employees from the department.

Many of the positive comments related to the passion and dedication of Community Services Department employees. The Department is viewed as highly responsive to the needs of both internal and external customers. Other strengths include the variety of programs offered, as well as many program areas having a long history of excellence and a great reputation.

Some of the opportunities for improvement include the need to enhance the strategic approach of the Department, expanding marketing, review and re-invent programming, developing the Community Services Department brand, aligning the organization for operational efficiency, and strengthening the organizational culture.

An **Employee Survey** that was distributed to the 7 full-time and approximately 20 part-time employees receiving twenty-four responses. The survey asked employees to identify their level of satisfaction toward 25 different attributes. Responses of this survey are provided within Appendix A. The highest rated responses included:

- I enjoy what I do.
- I achieve a good balance between my work life and private life.
- My supervisor keeps me informed about the issues affecting my work.
- I receive the training needed to be an effective and efficient employee.

- My supervisor helps me to understand how I contribute to my organization's Strategic Plan goals.

The areas that need the most improvement included:

- Maintenance of equipment and technology.
- The department lacking in the number of personnel to provide high level of services.
- Teamwork between City Departments.
- Business processes between other departments is not effective or efficient.
- Lack of a Succession Plan for the department
- Department budget is not adequate to provide quality services to residents.

A **Community Services Administration Survey** was distributed to the Director and Deputy Director. The survey asked what one thing they would change about the department; are staffing allocations in-line with services expectations; is the department reactive to customer demands; what is the department doing right; what can the department do more of and less of; what are areas of improvement; and what do you see the department changing in next five years. Summaries of this analysis are provided within Appendix B. Consolidated comments included:

- One thing they would change about the department would be to be able to house all divisions in one facility to allow for cross training and mentorship.
- The current staffing allocation is very challenging for staff to meet service expectations, and equally difficult is the limitation on the number of hours the part-time staff are allowed to work.
- Staff within the Community Services Department are very responsive to customer demands.
- The department provides quality services to the community, and is constantly looking for ways to improve those services for the community.
- One key area of improvement will be the Implementation of a new Registration System – CivicRec is in the process of being purchased.
- In the next five years – re-alignment of all professional positions in order to continue to build a strong team, develop cross-training modules for staff, re-define and increase programming and services offered to our community, and development of a succession plan.

A **Community Services City Mtg., Commission and Council Administration Survey** was distributed to the City Manager, Deputy City Manager, Community Services Commission and City Councilmembers to provide input specifically to the Community Services Department. The survey asked what the top three (3) priorities; what is the department doing right; what can the department do more of; what can the department do less of; and areas of improvement. Responses of this survey are provided within Appendix C. Consolidated comments within questions included:

Top Priorities:

- Continue to offer high quality programs to the community.
- Provide adequate staffing levels for a succession plan.
- Improve the park and facilities maintenance.
- Execute City Council initiated events with excellence.

### Doing Right?

- Offering many fun park and city-wide events and classes for all ages.
- Providing quality programming and events with a lean staff.
- Working and listening to the citizens.

### Do More of?

- Better communication to community as to what to do when there are issues at the parks, with facilities not being clean, more trash pick-ups.
- Offer more classes for adults between 18-55.
- Do more strategic planning, look at re-inventing what is being done to make more timely with what is happening in today's world.
- Increase Social Marketing
- Focus on more teen programming.
- Maximize usage and revenue from city park facilities.
- Explore outsourcing opportunities for Dial-A-Ride Microtransit.
- Re-evaluate how to offer Senior programs to the 55-70 age demographic.
- Make sure the park picnic and building rental spaces are cleaned up before and after usage.

### Do Less of?

- Shed limited impact services and outsource others.
- Less activities/programming because that's what we've always done. Need to evaluate and provide the level of service and programming the community needs and wants. Need to be organized, strategic and cater to the needs of the community.

### Additional Areas of Improvement?

- More marketing and social media exposure for community programs and activities.
- Quicker responses to issues in the parks, better partnership with social services and police to respond to the un-housed people in the parks.
- Provide the department more staffing and material resources in order to be successful in providing high quality services to the community.
- Teen Center is okay for now in the Senior Center, but need to find their own facility for the Teen population.

### *SWOT Analysis*

A Strengths, Weaknesses, Opportunity and Threats/Challenges Analysis was also conducted with the Community Services Department full-time staff members, as well as the City Manager, Deputy City Manager, Community Services Commission and the City Council. Summaries of this analysis are provided within Appendices E & F.



## **POLICIES AND PROCEDURES REVIEW**

Within the section, I am providing a summary of the various policies and procedures that were reviewed and revised in order to compare to other benchmarked municipalities and meet ‘Best Management’ practices. Revised policies are provided within Appendix G. All yellow highlighted areas within these Policies are calling out city documents that need to be attached and included within that specific Policy.

### **1. EMPLOYEE HANDBOOK**

Catalyst Consulting reviewed and revised the employee handbook utilizing the Cities of San Gabriel, Arcadia, Santa Fe Springs and Bellflower as benchmark cities for comparison. The following edits and revisions were made:

- Renamed sections for clarity and understanding.
- Listed all sections in the table of contents.
- Rearranged topics to the correct sections.
- Addition of City Council information.
- Addition of timecard, payday and PERS section.
- Addition of Section 5 was added to display all policies referenced throughout the handbook.

#### **Recommendation:**

⇒ It is recommended the department add a section pertaining to COVID policies and procedures. In addition, all policies referenced through the handbook should be provided to employees as part of the handbook.

### **2. CO-SPONSORSHIP POLICY**

The Co-Sponsorship Policy is unique to the City of South Pasadena, as I was not able to find any other city that had this type of Policy as a stand-alone document. It is more typical of municipal agencies to have a Special Event Fee Waiver Policy that addresses how these waivers are provided to the local entities. In order to make this as consistent as possible, revisions focused more on consistency within this Policy.

The following edits and revisions were made:

- Addition of cover page.
- Addition of Table of Contents.
- Reformatted to be consistent with all policies.

#### **Recommendation:**

⇒ It is recommended that the department rename the Co-Sponsorship Policy to Special Event Fee Waiver Policy.

### **3. SENIOR CENTER POLICIES & PROCEDURES**

The following edits and revisions were made:

- Addition of cover page.

- Addition of Table of Contents.
- Addition of Excursion and Nutrition Program section.
- Reformatted to be consistent with all policies.

**Recommendation:**

⇒ It is recommended the department add a section pertaining to COVID restrictions.

**4. GUIDELINES FOR COMMUNITY SERVICES DEPARTMENT PROGRAMS AND MANAGEMENT**

After further research, Catalyst Consulting was unsuccessful finding other agencies that had a similar document. In order to preserve the intention of this policy, it was best to separate the original Guidelines for Community Services Department Events, Facilities and Programs Management into their own individual policies for clarity and consistency.

The following edits and revisions were made:

- Title modification
- Separate into two policies for clarity.

**Recommendation:**

⇒ It is recommended the department separate these documents as suggested.

**5. GUIDELINES FOR COMMUNITY SERVICES DEPARTMENT FACILITIES RESERVATION HANDBOOK**

The following edits and revisions were made:

- Title modification
- Addition of California Responsible Beverage Service Training language.
- Addition of procedure to confirm Non-profit status.
- Renamed sections.

**Recommendation:**

⇒ It is recommended the department add referenced attachments such as fee schedule.

## **PRIORITIZED RECOMMENDATIONS**

Within the section, I am providing the listing of recommendations in prioritized grouping to create immediate successes within the Community Services Department.

- **High Priority** - Those that need to be addressed immediately to provide urgent support to the department for success.
- **Medium Priority** – Those that may take some research and time to review but still essential to implement to support the department.
- **Low Priority** – Those that will need to be integrated into policies and procedures and move through formal approvals within the city process as important priorities that require process.

In all cases, these recommendations and considerations are extremely important to be implemented in order to build a highly successful, sustainable, well-balanced, operationally efficient Community Services Department for now and into the future.

Overall, in each of my conversations with staff members of Community Services and City Management Departments, as well as Appointed and Elected Members of the Community Services Commissioners and City Council, everyone supported the importance of the services provided by the Community Services Department for the health and well-being of the South Pasadena Community. They all wanted the Community Services Department to have the tools to be successful, and with implementation of these recommendations and suggested areas for consideration within this Organizational and Operational Assessment Report, they will have the tools to thrive and continue providing high quality services for the residents of South Pasadena. The prioritized groups are as follows:

### **HIGH PRIORITY**

- **Develop a Departmental Vision, Mission and Values Statement.**
- **Conduct a Community-Wide Programming Needs Assessment.**
- **Issue a Request for Proposal (RFP) to hire a Transportation Consultant Industry Expert to evaluate the Transit Division.**
- **Implement the following Staffing Recommendation:**
  - **Priority #1: Re-define the duties of the Deputy Community Services Director to become the Operational Manager of the Department; Combine the Two (2) part-time Management Aide positions within Recreation to create One (1) full-time Program Specialist position; and Conduct a Compensation and Compaction Study for the Recreation and Seniors Supervisor positions.**
- **Establish and Maintain Bi-annual All-hands Department Meetings. Establish and Maintain Bi-weekly 1 on 1 Meetings for Director level through Supervisor/Coordinator level full-time positions.**

- **Continue with the Bi-Weekly Departmental Management Meeting, but Re-focus them to address the major issues and topics and upcoming issues or events.**
- **Implement a “No Surprises” Communication Process within the Department and throughout the Agency.**

### **MEDIUM PRIORITY**

- **Establish a Strong and Sustainable Cross-Training Program for all full-time job classifications within the Department.**
- **Create and Implement a “Park Attendant” Program for the weekend rentals of park picnic/gazebo and building facilities.**
- **The Department should implement an On-going Customer Satisfaction Survey Program.**
- **Implement the following Staffing Recommendation:**
  - **Priority #2: This staffing recommendation is a suggestion for the future after the completion of the Transit Division Assessment, and possible re-organization of the entire department. NOTE: Implementation of this staffing recommendation should take place with additional program growth within both the Senior and Recreation Divisions - Upgrade the Existing part-time Community Services Coordinator position to a full-time Community Services Coordinator position; and Upgrade the Existing full-time Recreation Specialist position to a full-time Recreation Coordinator position.**

### **LOW PRIORITY**

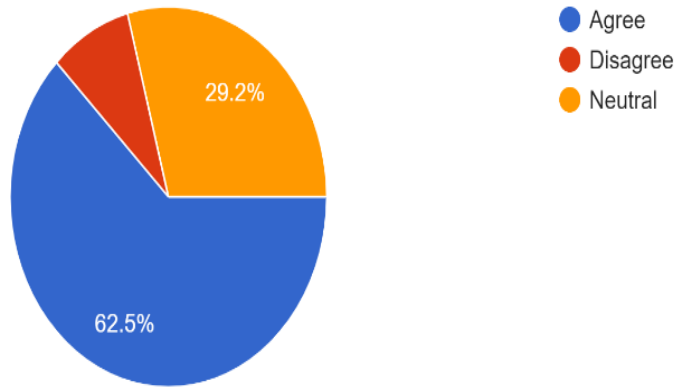
- **Develop Formal Agreements with all Strategic Partnerships for consistency and continuity.**
- **Include a Program Fee Analysis Study within the Finance Departments 3 - 5 Year Fee Study.**
- **Develop a Community Services Section or Focus Area within the City’s Strategic Plan that will align with the City’s General Plan for Recreational and Open Space Use to Assist in Guiding the Community Services Department in the future.**

**APPENDIX A**

**COMMUNITY SERVICES DEPARTMENT  
EMPLOYEE SURVEY RESULTS**

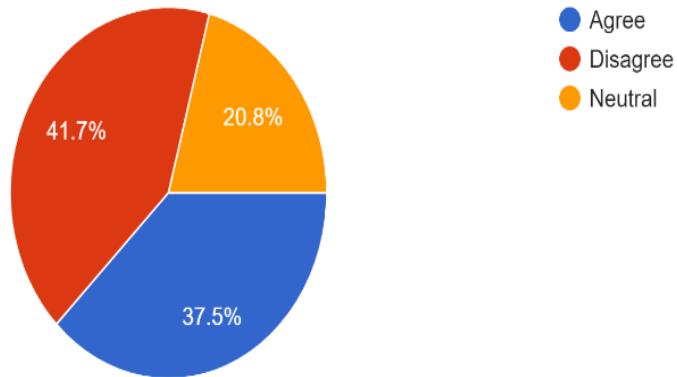
1. My workload is reasonable

24 responses



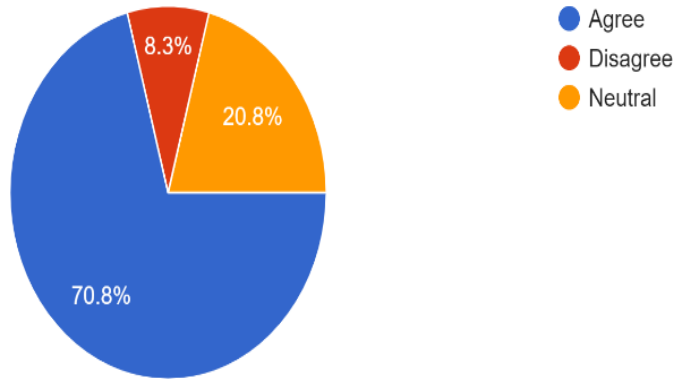
2. My department has an appropriate number of personnel to provide high level of services.

24 responses



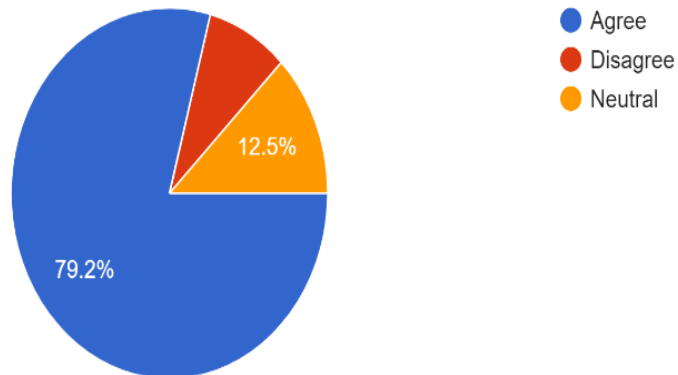
3. I can tolerate the pressure of my work very well.

24 responses



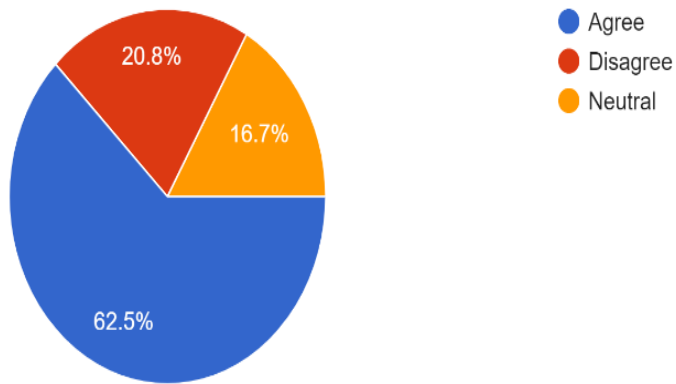
4. I achieve a good balance between my work life and private life.

24 responses



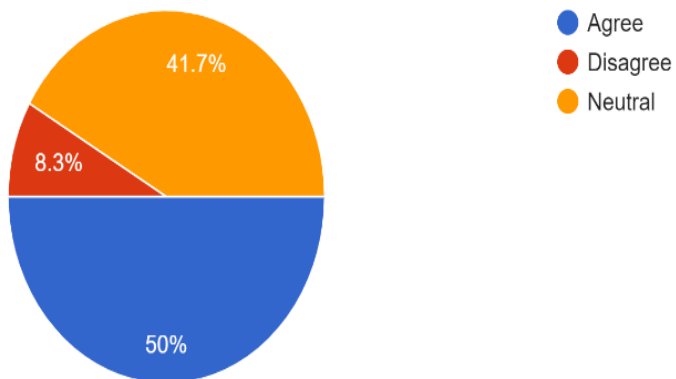
5. I have access to the necessary software and technology needed to perform my duties.

24 responses

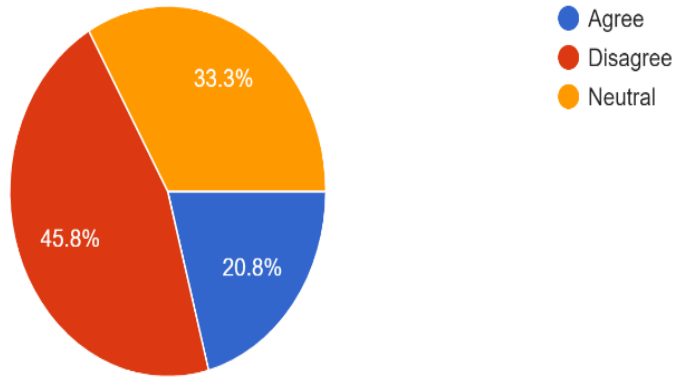


6. My department has well established policies and procedures to guide my work.

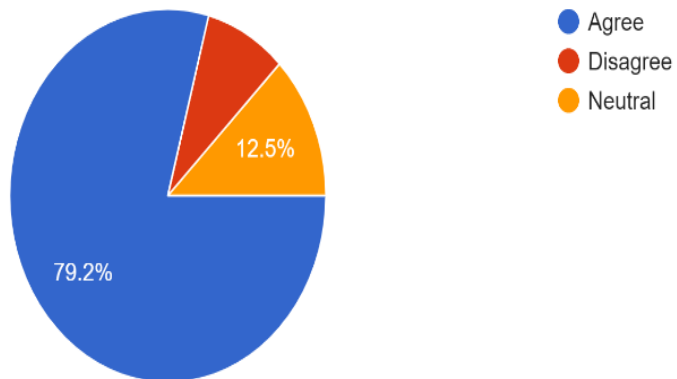
24 responses



7. Our equipment/technology is well maintained.  
24 responses



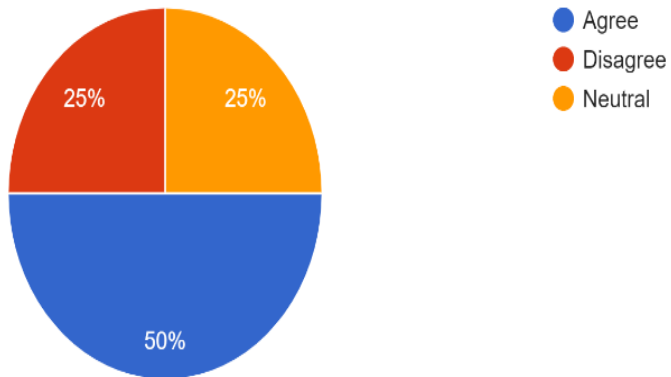
8. My supervisor keeps me informed about the issues affecting my work.  
24 responses





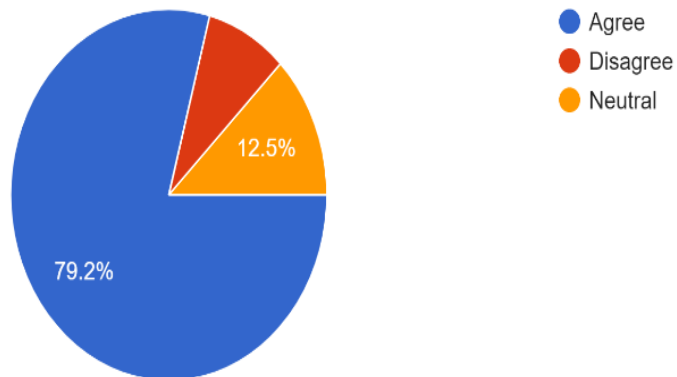
9. Our department budget is adequate to provide quality services to residents.

24 responses

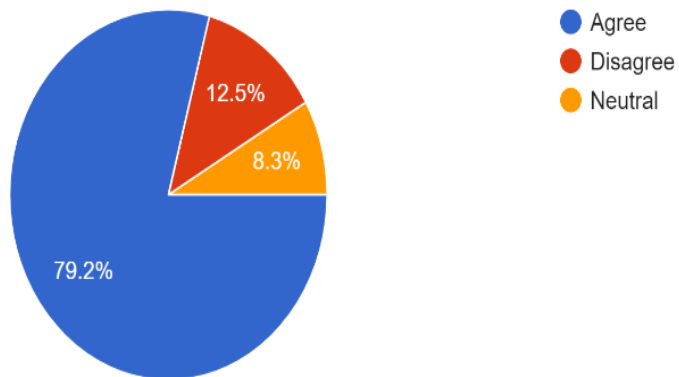


10. My supervisor keeps me informed about the issues affecting my work.

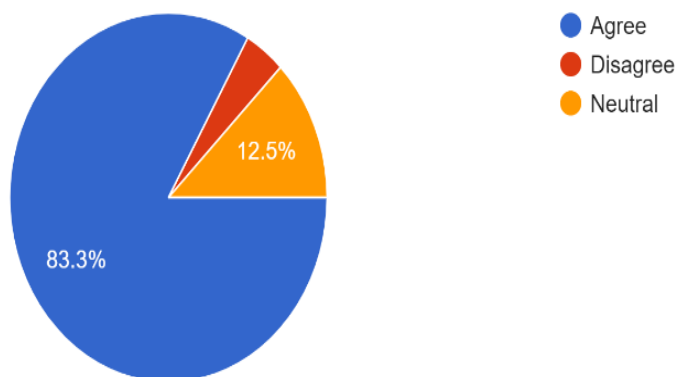
24 responses



11. My supervisor helps me to understand how I contribute to my organization's Strategic Plan goals.  
24 responses

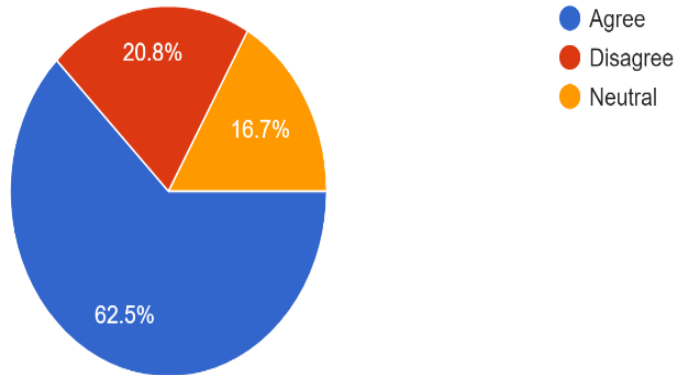


12. My supervisor provides constructive feedback on my job performance.  
24 responses



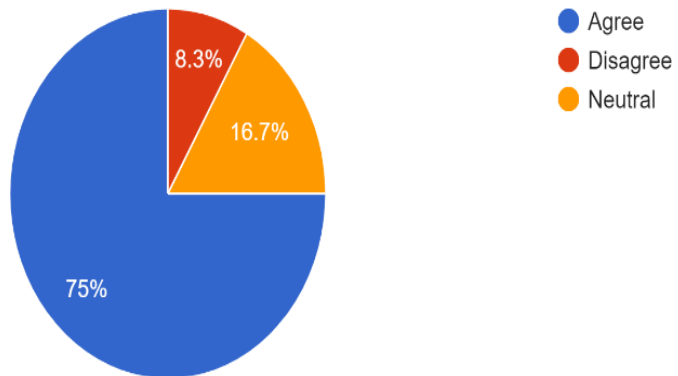
13. I feel that I am growing professionally.

24 responses



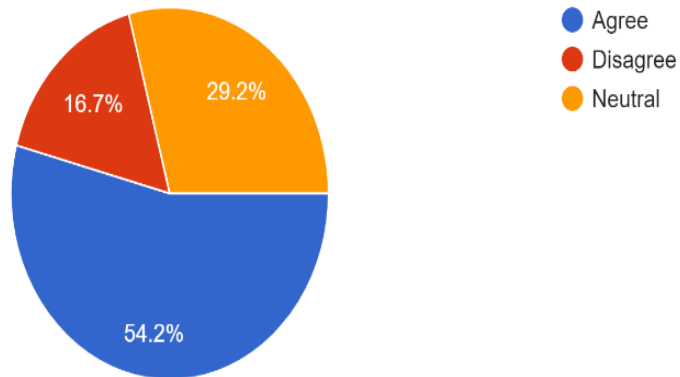
14. I receive the training needed to be an effective and efficient employee.

24 responses



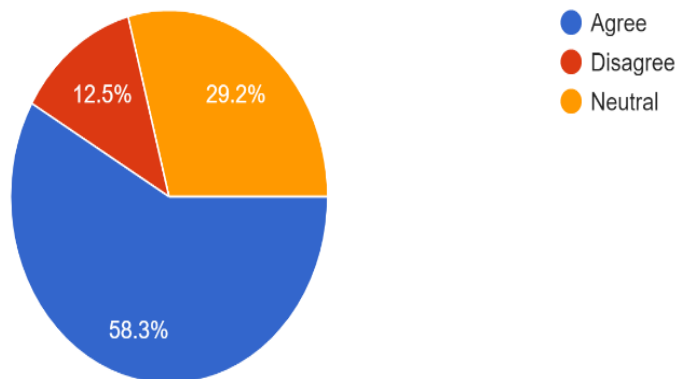
15. My skills are being utilized to the fullest capacity.

24 responses



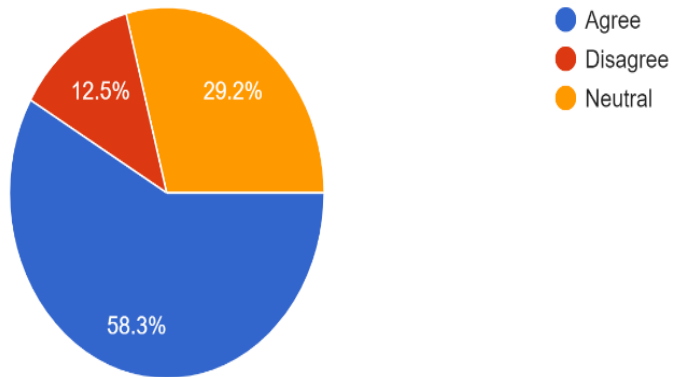
16. I have a clear understanding of my organization's Strategic Plan goals.

24 responses



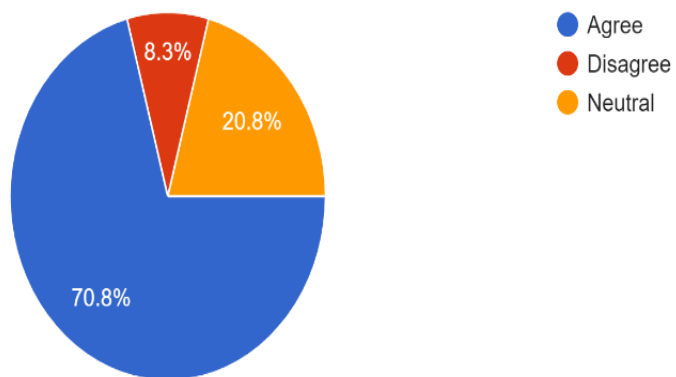
17. I know how my work supports my organization's Strategic Plan goals.

24 responses



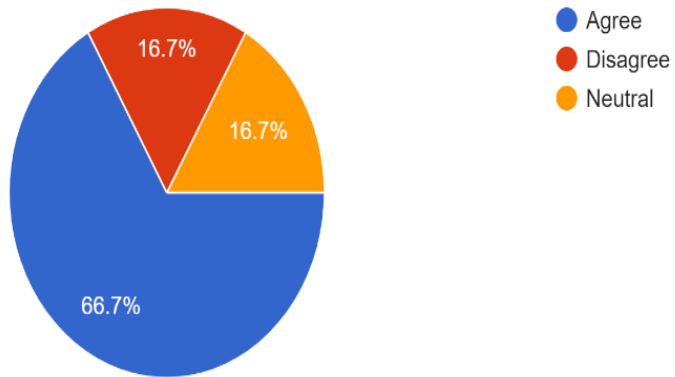
18. I feel encouraged to come up with new and better ways of doing things.

24 responses



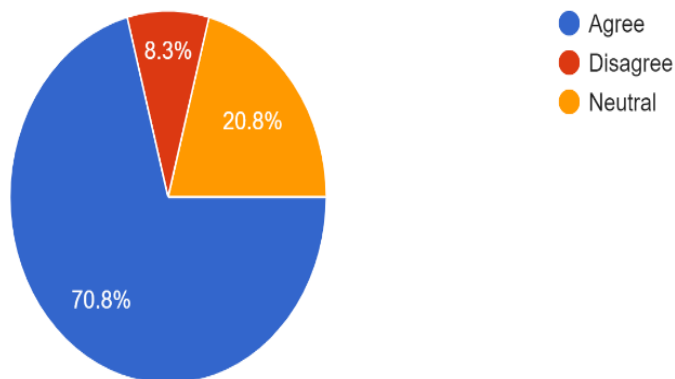
19. I feel valued for the work I do.

24 responses



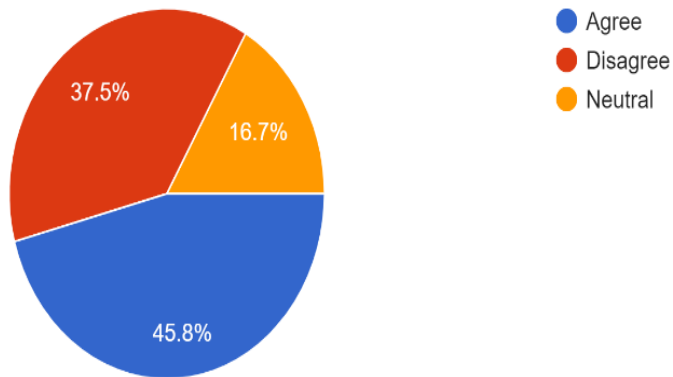
20. There is a strong sense of team work within my department.

24 responses



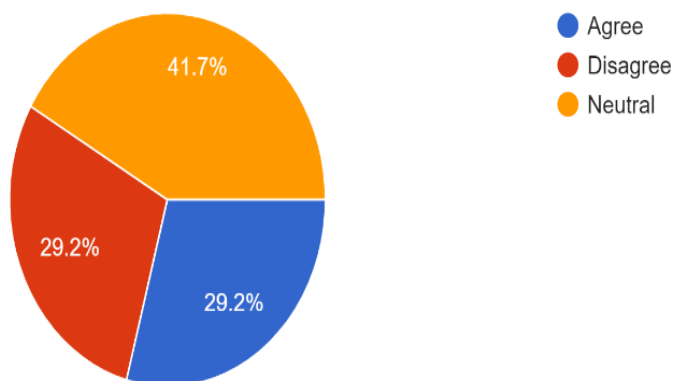
21. There is a strong sense of teamwork between City Departments.

24 responses



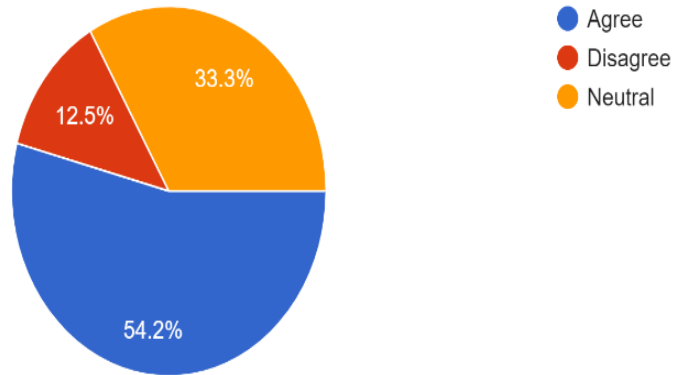
22. The business process involving other departments is effective and efficient.

24 responses



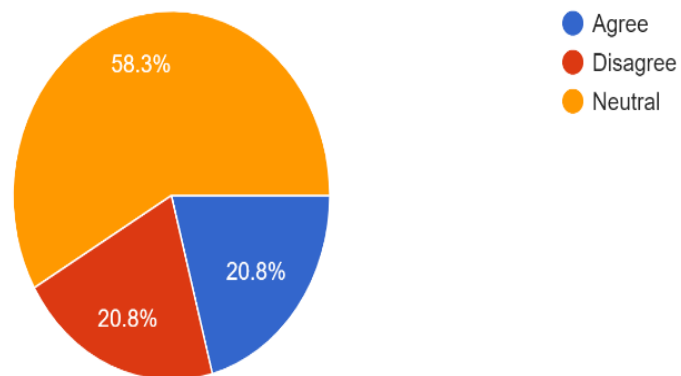
23. The business process involving my department is effective and efficient. .

24 responses



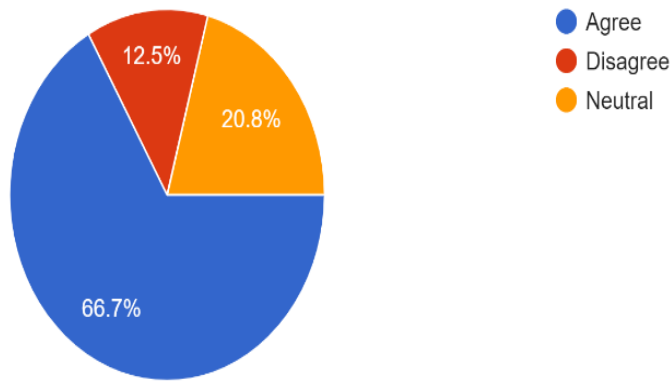
24. My department has a Succession Plan.

24 responses





25. As we plan for the future, my department asks for my ideas  
24 responses



### COMMENTS FROM STAFF

Working for the City of South Pasadena has been a great pleasure. I enjoy teamwork and an environment that is welcoming to all. Everyone at my job site are awesome.

As much as I do love working here I feel that the people that work in Camp Med never have a chance to move up to any higher positions. Anytime a job opens up it is always an outsider instead of in-house. Not only talking for myself but talking for a lot of staff that been here for years.

I don't see growth in my department and opportunities. I see that there's favoritism.

Sometimes I think we need more structure or planning when it comes to taking on new tasks. I feel like sometimes we aren't prepared enough or not given enough time and it can feel like we're rushing or not doing the best we could.

There is a clear division between the value for FTE and PTE both within the department and across all city departments. There is no room for growth. If an employee does grow, it is not awarded and thus it is imperative to look for work outside the city that values employee proactivity. When employees are creative, concise, clear, they are told they are doing work outside their JD that is no or little need for their efforts. Everyone is kind, but the ability to create more meaning in one's daily work is limited and unencouraged, causing poor staff morale.

## APPENDIX B

# COMMUNITY SERVICES DEPARTMENT ADMINISTRATION SURVEY RESULTS

### **What is the one thing you would change about the department?**

It would be ideal to have all divisions in one facility. This allows for opportunities to cross train, and mentor others. The current software we are utilizing is outdated and not meeting the needs of the staff and the community. We are making progress in this area and hope to have a new software registration in place by the end of this calendar year.

Department housed in one place

### **Are your staffing allocations in line with service expectations?**

No, the expectations and workload continue to grow, but staffing has remained the same. In the last 8-10 months, the Department lost a full time Coordinator position in order to justify the need for a Deputy Director. As the new Deputy Director, I believe I have been essential in assisting our Director with large-scale projects and contracts; being there for all staff to remedy issues rather than having them go directly to the Director; as well as being there to assist with the day-to-day components of our department. This position is also a key communicator for project completion with other departments. However, our succession plan is incomplete as we lost the Coordinator position. This eliminated position was key in handling the role of facility rentals/maintenance, contract classes, and special events. While staff are able to manage, the workload demands continue to increase (i.e. new events, expanded programming). Without a Coordinator, the department loses another position in the succession planning (i.e. Specialist to Coordinator). As we were preparing the budget for FY 22/23, a full time Senior Management position was eliminated in the Transit Division. The responsibilities of this position now relies on the Deputy Director and Management Analyst.

The cap of 18/28 hours for part time staff has been challenging. It has been difficult to recruit and retain staff, as they find other employment that offer more hours.

No, I believe I need one more full-time person to handle all classes. I can only increase classes and revenue if I have one person concentrating on classes and not being pulled in different directions. Also, a person to handle all grants. This is added workload on Director We have Deputy but we last a coordinator.

### **Do you feel your department is reactive to demands?**

Yes, our department strives to respond to all inquiries related to the City as best as possible. It would be helpful to have a full-time front office/staff in both divisions who can maintain continuity with patrons. Currently we have a Management Aide at 28 hours a week doing all the Recreation Office front desk operations, handling all registrations, customer contact, deposits, warrants (this process is very lengthy and time consuming), and so

much. At the Senior Center, we have a part time Coordinator doing senior related programs, classes, deposits, warrants and so much more working 28 hours. It's a team effort to keep things afloat.

Yes, at times we react to demands because of the division of duties between Public Works and CSD. This is with parks and facilities mostly. With more another full-time staff, areas can be concentrated on instead of given a percentage of time to during a week.

### **What is the department doing right?**

Our department continues to provide exceptional services to our community. The department is constantly looking for ways to improve whether by reimagining existing programs, or possibly adding new programs. We are also headed in the right direction in getting a new software program, this will make the process more efficient and meet the needs of the community.

CSD has great events and always does more than is expected or given to us. Such as events. The Director is putting up canopies, tables chairs, and staging as we do not have enough staff to handle this. PW is not always willing to step up as it is weekend work

### **What can your department do more of?**

I think our department needs to be more outspoken. We need to ask for more. We truly go above and beyond, and we are doing more with less. It feels unfair to see other departments getting new positions and existing staff getting promotions, I feel we need to be treated fairly. Yes, we did get the Deputy position by losing the Coordinator, but that position is just as important. We also lost a full-time position in Transit.

Classes and Facility reservations. If staff was assigned to each area, more time can be put into these two areas

### **What can your department do less of?**

We are the department with the "Can Do" Attitude. We are highly involved with city co-sponsored events. I don't think we need to have too much of a role in these events.

Park and Facility maintenance as well as Co-sponsored and Special events.

### **Areas of improvement?** 2 responses

Upgrade registration software; Attract and retain staff; Hold other departments accountable

Now that we have a playground inspector, we plan to begin an inspection process on a monthly basis along with reporting and maintenance issues.

### **How do you see the department changing in the next five years?**

We have a great team who works well together, who collaborates, who understands each other strengths, and compliments each other's weaknesses. We also bring in our previous experiences to make this department excel. In the next five years, I would envision myself as the Director, and have one of the Supervisors mentored and ready to step in as Deputy. We are missing some important components, such as staff, in the divisions, and it

would be great to have these situated. Once those are established, start cross training and build on the existing staff for a succession plan.

Less of a senior community and more of a Community center that offers classes and programs all day for all ages.

## APPENDIX C

# CITY COUNCIL, COMMISSION & CITY MANAGEMENT SURVEY RESULTS

### **What are your top three priorities for the Community Services Department?**

Expanding the services the city offers the community; increasing city revenue by leveraging city resources; identify areas that are adding less value and can be outsourced, and creating departmental focus on other high impact areas.

Programs for the community

Adequate staffing levels for a succession plan and having dedicated staff per area to enhance programming, creating and building revenue through facilities and classes, park and facility improvements (updated playgrounds and clean facilities)

Improving park facilities-field maintenance, clean parks, drought response, providing quality and sufficient recreational opportunities, building pocket parks.

Catching up on workload (updating documents), adopting policies/procedures, having a plan for the department

- 1) Accessible and multi-generational event, programs, and activities that build community
- 2) Attract, develop and retain quality part- and full-time staff to support the first priority
- 3) Increase visibility of and participation in events and programs, especially through an online presence (advertising the events in a timely manner online)

Better lighting on the grounds of our library

Better security at the arroyo golf course

More computers in our library

To refresh programming, establish better community outreach, and to look at highest and best use of facilities and maximize opportunities

1. Maintain the level of quality that has been upheld in the past
2. Provide adequate resources for the teenagers in the community
3. Keep the revenue of the department stable for the next years.

Golf course/restaurant, San Pascual Stables and Senior Citizens Center

Senior services, management of parks and city facilities for rent, and city holiday events

Working with Youth, Soccer and Little Leagues After School Programs Senior Programs

Provide popular, engaged, and assessable programming to the entire community (i.e. seniors, adults, teens, youth, adolescents, etc.) Parks and Recreation Facility Operations and Maintenance managed at high levels with identifiable KPI's Execute City Council initiated events with excellence

Provide individual services for the residents (i.e. flu shots, Halloween event, etc.) Providing programming services for the residents for all demographics within the city

Meeting the needs of the community; offering programs to senior and teen populations.

### **What is the Community Services Department doing right?**

Providing a level of services that meets a minimum threshold. Trying to do a lot, with the limited resources at their disposal.

Sheila seems very organized

Offering many events and classes for all ages,

Lots of fun park and city-wide events, senior services and transport

The department is engaged in all aspects of community services (events/activities, programming, senior services, dial-a-ride) and facilities management.

Provides quality programming and events with a lean staff. This department was so critical in keeping the community connected during the height of the COVID pandemic. I also think the Commission is well run.

Working and listening to the citizens. Keeping our parks clean.

Heart behind the organization, all staff are very much in their element

I like how the department is investing in the youth of the community through different programs.

Managing golf course, senior citizens and community gardens

Providing good programs for the senior clients and offering the After School Programming

Providing Senior and Youth Programs Providing Special Events

Covering City Events very well Melissa is excellent with the Senior demographic

They are doing a lot right. Tremendous improvement over past couple of years, demonstrated by a positive attitude, and adequate help, and believe if they don't have adequate help they will communicate this to the City Manager. Art Crawl Event

### **What can the Community Services Department do more of?**

Need a Facility Master Plan for their spaces and re-evaluate their programs to meet the needs of our community

Explore outsourcing opportunities for certain services (Metro + Dial-a-Ride; YMCA + Camp Med; etc...), Explore more community events and activities, identify under-utilized resources (golf course & restaurant, parks) ...

Incorporate more decision making from the commission

Offer more classes for adults between 18 - 55 and boomers (if there was a dedicated staff person)

Communicate to the public what to do when there are issues at the parks, more trash pickup, better drought response, improve field quality

Do more strategic programming, look at reinventing what we do to make it more timely in today's world. expand the programming that needs to be expanded. Also, we need to look at all our facilities and identify ways to increase revenue while also maintaining them.

Increased timely digital marketing of programs/events would be appreciated. I'm not even sure when the rec guide comes out because I don't receive it at my apartment (not sure if it's mass mailed) and it's not advertised on social media when it's out.

Treat animals as a part of our community would be nice. Continue educating the public about wildlife too.

Look to improve upon events and programming, welcome change

Focus more on the teenage aspect of the community.

Summer activities for kids and teens; afterschool programs and review rental fee schedules for different city-owned facilities

Maximize utility and revenue from city facilities.

Re-evaluate how to offer Senior Programs to the 55-70 age demographic

Review their programs and maybe update these programs to make sure they are still relevant to the community. Need to make sure facilities are cleaned up before and after usage by the community.

### **What can the Community Services Department do less of?**

Find a way to shed limited impact services and outsource others.

Cell towers - this should be in Community Development. Grants - this should be with the Senior Management Analyst in Management Services

Less of activities/programming because that's what we've always done. We need to evaluate and provide the level of service and programming that the community needs and wants. Don't just do something because that's what we've always done. Those days are over. We need to be organized, strategic, and cater to the needs of our community.

Less meetings and more action.

I think we need to think about things strategically and not reactive; maximize efficiency and output by being smart with staff and time and resources.

Consider eliminating those programs that are duplicative of those offered by the private sector, unless there is a clear benefit to residents from the city's program.

With regard to City Events, they seem to be over reliant on some of the staff members who seem to be doing all the work, so it doesn't seem like a full team effort. Could be over-stretched or over extended within the organization and for the organizational health they may need to pull back.

Do not cut any programs, and surprised at how many programs they offer.

### **Areas of improvement?**

Make marketing and social media exposure for community programs and activities.

Promoting facility rentals, changing the senior center to a community center, updating all facilities, such as playground and facilities to offer more rentals and classes and programs



Quicker responses to issues in the parks, better partnership with social services to respond appropriately to unhoused people in the parks, improve conditions of playing fields

Get organized.. have all of the Department's policies and procedures in place. Have new staff trained, utilize the software we need, and provide regular updates to Council. Also, start thinking about ways to better utilize/maximize City facilities.

I feel the Department is performing well. Perhaps the need for more people with the energy and initiative to get things done.

Facility oversight and management

Rental fee schedules of all city-owned facilities

Administration of contracts for use of city facilities; some contracts expired without Council's knowledge which left the City potentially liable.

Need more resources, need to have the staff tools to be successful in providing services to our community.

Dial-A-Ride

Facilities Management

Pocket Parks are taking too long

Teen Center is in the Senior Center, it is okay for now, but need to find their own facility for the Teen population. Explore bringing back the Sunrise Club

### **Additional comments**

So much opportunity for our amazing city!

CSD is called upon often to set up and handle events that are not our departments. This takes staff away from their duties and can cause morale problems as they cannot enjoy the events and have to set up, serve and clean up the event. Hour part-time staff hours limits events. more programming can be offered but not enough full-time or part-time staff to be able to, such as before-school care

We have a great new team! Want to see the team be successful!

I am proud to be a part of this community. I am also proud of what our Department has done and continues to do for our city to make it so great.

The world around us has changed since Covid as have peoples habits and behaviors. I want to use this opportunity to identify our successes and challenges and see how we can revamp and refresh this beloved department and provide a fulfilling experience to community and to staff.

Keep up the great work.

Sheila Pautsch, Community Services Director, is doing an excellent for more than 10 years considering that she was understaffed for more than 8 years.

I believe our pocket parks should have been designed and constructed several years ago, I believe they were authorized by Council 5 years ago. Also, we have LONG discussed renovating the Arroyo Golf Course facilities to provide a banquet venue but this never seems to get any traction.

Protect the fields and open spaces, as the soccer fields seem to be overused, so need to get the police department on board to drive the fields to make sure they are protected. The fields need rest so need to make sure the Public Works Department has a sustainable Turf Management Plan in place.

## APPENDIX D

# GENERAL MAINTENANCE STANDARDS FOR CITY OPEN SPACE AND PARKS

What should a well-maintained park look like? Most people would prefer a park with lush green turf, healthy and attractive plants, shrubs, flowers, and trees, safe and clean recreational facilities in good condition and an attractive area free from debris and litter. However, while there are standards for the appearance of a park in terms of the condition of vegetation in park facilities, as well as standards on the labor required to achieve this condition, wide latitude is possible on the level of service for different types of parks and facilities.

Levels of park maintenance will vary depending on the type of facility, intensity of use, and on local standards. For example, parks that are widely used for a variety of leisure activities generally will require a higher level of maintenance than passive neighborhood parks. This means that different levels of service will prevail throughout the City's park system. Service levels are not fixed levels of maintenance for all facilities, but rather variable levels to be applied to individual facilities.

The Public Works Department should define the level of service to be provided in the maintenance of its park, landscape, and open space system. Important issues to note about the alternatives are presented below:

**Mode A** is state-of-the-art maintenance applied to a high quality; diverse landscape usually associated with City-owned buildings. Mode A facilities have the following characteristics.

- The turf is lush, dark green in appearance, of high quality and free from weeds, insects, fungus, or any foreign grasses.
- Turf is cut to a precise level, and groomed weekly during growing season.
- Plants and trees are pruned, trimmed, and shaped to ornamental beauty and are free from insects or fungus.
- Planter beds are well raked and cultivated weekly and are free of weeds, grass, or any foreign matter.
- Irrigation systems are constantly maintained and tested weekly.
- Litter and/or other debris are removed daily.
- Reseeding and sodding are done whenever bare spots are present.

**Mode B** is a high level of maintenance associated with well-developed park areas with reasonably high visitation. Mode B level of service is similar to Mode A level of service, with a major difference being the degree of plant and turf grooming. The turf has a lush green appearance and is free from weeds and foreign grasses. Precise cutting and mowing, however, is not practiced. Plants and trees are trimmed, pruned, and shaped to ornamental beauty, but not with the same frequency. Planter beds are free from weeds, debris, or grasses, but flowerbeds are not as extensive.

**Mode C** is a moderate level of maintenance associated with locations of moderate to low levels of development and moderate to low levels of visitation. Mode C facilities have the following characteristics.

- Turf management such as mowing, reseeded and sodding, weed control and fertilization are practiced to ensure lush, green and healthy grass. However, it is applied less frequently than higher maintenance levels

since turf area is generally not used for a variety of organized sports and leisure activities (e.g., soccer).

- Weeds and mixed grasses are tolerated in the turf but do not become major problems since turf conditioning is practiced on a scheduled basis.
- Turf edging is performed monthly conducive to a generally neat appearance most of the time.
- Litter and/or other debris are removed weekly or bi-weekly.
- Plants and trees are trimmed and pruned annually to ensure proper growth and a generally attractive appearance.
- Planter bed areas are weeded and cultivated at four-month intervals so wild weeds or grasses may be present for short periods of time prior to scheduled maintenance. They are tolerated at this level as long as they are small in size and the area covered is minimal.

**Mode D** level of service is for areas in which maintenance is reduced to a minimum. Such areas do not have developed turf or irrigation systems. These areas are maintained only to the extent necessary to control growth to reduce fire hazards, and keep native vegetation alive and healthy during the growing season and to eliminate unsafe facilities. However, open space will need variations in the level of service defined based upon the type of open space (e.g., farmland versus open space that is actively maintained).

The text below suggests how City grounds should be allocated by the mode or level of service.

- City owned and operated buildings would be the only facilities allocated to Mode A. However, segments of other facilities could also be allocated to this mode.
- Facilities with high visitation and usage would be allocated to Mode B.
- The bulk of neighborhood parks would be allocated to Mode C. These represent parks that are developed, but receive moderate to low levels of visitation.
- Those facilities which are largely natural are allocated to Mode D.

To assist in this area, the City should adopt formal condition and maintenance standards appropriate for each of its parks. Possible levels of service for parks are presented in the table, which follows.

<b>ALTERNATIVE LEVELS OF SERVICE</b>				
<b>Task</b>	<b>Mode A</b>	<b>Mode B</b>	<b>Mode C</b>	<b>Mode D</b>
<b>Turf Care</b>				
Mowing	Weekly	Weekly	Weekly	Demand
Aeration	3 Mo. Inter.	6 Mo. Inter.	Annually	N/A
Vacuuming	3 Mo. Inter.	6 Mo. Inter.	Annually	N/A
Fertilization	6 Wk. Inter.	3 Mo. Inter.	Monthly	N/A
Edging	Weekly	Monthly	Monthly	N/A
Sprinklers - Test	Weekly	Monthly	Demand	N/A
Weed Control	Weekly Constant	Monthly		Demand
		Monthly		
<b>Litter Control</b>	Daily	Daily	Daily	Weekly
<b>Pruning Trees Shrubs</b>	6 Mo. Inter.	Annually	Annually	Annually

<b>Floral Plantings</b>	At least two blooming cycles a year.	Perennials or flowering trees or shrubs only.	Perennials or flowering trees or shrubs only.	None. Maybe plantings or wildflowers at special locations.
<b>Restrooms</b> Cleaned	Daily	Daily	Daily	N/A
<b>Disease and Insect Control</b>	Constant	Constant	Demand	Demand
<b>Play Equipment</b> Paint & Overhaul Inspect	N/A	Annually Weekly	Annually Weekly	N/A
<b>Picnic Tables</b> Stain & Refinish	N/A	Annually	Annually	N/A
<b>Athletic Facilities</b> Re-line tennis/basketball courts Line athletic fields Edge turf of ball diamonds Drag infields Level infields	N/A N/A N/A N/A N/A	Annually 4 Mo. Inter. Bi-weekly Daily 4 Mo. Inter.	Annually 6 Mo. Inter. Demand Daily Annually	N/A N/A N/A N/A N/A
<b>Trash Receptacles</b> Empty Receptacles	Daily	Weekly	Weekly	N/A
<b>Sweep Walkways</b> Sweep walkways	Daily	Weekly	Weekly	N/A
<b>Groundcover/Shrub Areas</b> Weeding Edging Pruning Litter Control	Monthly Monthly Quarterly Daily	Quarterly Quarterly SemiAnnually Daily	Quarterly Quarterly SemiAnnually Daily	Semi-Annually Semi-Annually Annually Daily

## APPENDIX E

### SUMMARY OF COMMUNITY SERVICES DEPARTMENT STAFF SWOT ANALYSIS

- Interviews were conducted with the following:
  - ⇒ Community Services Director
  - ⇒ Deputy Community Services Director
  - ⇒ Recreation & Youth Services Supervisor
  - ⇒ Recreation & Youth Services Specialist
  - ⇒ Senior Services Supervisor
  - ⇒ Senior Services PT Coordinator
  - ⇒ Transit Services Supervisor
  - ⇒ Critical PT Office Staff

The SWOT Analysis is used to identify internal and external factors influencing and affecting performance. SWOT may be used as an analysis tool to help explore areas for change and growth, which can help with goal setting and/or strategic planning. I have provided some thoughts and concepts as to how to envision and answer this SWOT Analysis. Below, please find the summary from the aforementioned CSD Staff for the SWOT Analysis:

**STRENGTHS** – Identify what does the organization do best; What do other people say the organization does well; What resources do we have available; and What is our greatest achievement?

- Connection to the Community
- High quality staff members both FT and PT
- Can do attitude and responsive
- Passion and commitment to the Community

**WEAKNESSES** – What can the organization improve on; What knowledge, talent, skills and/or resource are we lacking; What do other people say the organization doesn't do well; and What customer complaints have we had about our service?

- Lack of staff
- Added workloads causing staff morale issues
- Lack of support and commitment from external departments
- Technology to improve work efficiency (i.e. TCP, Adobe, Color printer, Comcate)
- Social Media
- Purchasing spending limits and process for Accounts Payable
- Lack of PT staffing levels for PT staff retention and recruitment

**OPPORTUNITIES** – How can we turn our strengths or weaknesses into opportunities; What can we do today that isn't being done; How is the profession changing and how can we take advantage of it?

- Add FT staff positions to improve operational efficiency
- Develop “Park Attendant” Program for weekend management and maintenance of rental facilities
- Microtransit service for seniors
- Renovation of Senior Center to engage new generation of seniors and improved office spaces for staff
- Renovate Orange Grove Building for new Teen Center, efficient staff offices and public service engagement operation
- Evaluate and Renovate park rental facilities to increase revenue
- Identify more field sport space for recreational community use
- Develop Preschool Programs for revenue
- Increase professional growth to maintain good staff

**THREATS/CHALLENGES** – What types of situations or obstacles would prevent the department from providing high quality services to the community?

- Lack of FT staff and lack of incentive to recruit PT staff for demand by community
- Staff turn-over
- Lack of facility space for new and relevant programming
- Another pandemic and financial challenges
- Lack of office space
- Lack of PT Dial-a-Ride drivers

## APPENDIX F

### SUMMARY OF CITY COUNCIL, COMMISSION AND CITY MANGEMENT SWOT ANALYSIS

- Interviews were conducted with the following prior to 12/21/22:
  - ⇒ Mayor Michael Cacciotti
  - ⇒ Mayor Pro Tem Jon Primuth
  - ⇒ Councilmember Evelyn Zneimer
  - ⇒ Councilmember Diana Mahmud
  - ⇒ Councilmember Jack Donovan
  - ⇒ Community Services Commission Focus Group
  - ⇒ City Manager
  - ⇒ Deputy City Manager
  - ⇒ Interviewed Councilmember Janet Braun – 1/10/2023

The SWOT Analysis is used to identify internal and external factors influencing and affecting performance. SWOT may be used as an analysis tool to help explore areas for change and growth, which can help with goal setting and/or strategic planning. I have provided some thoughts and concepts as to how to envision and answer this SWOT Analysis. Below, please find the summary from the aforementioned City Management, Commission and City Councilmembers for the SWOT Analysis:

**STRENGTHS** – Identify what does the organization do best; What do other people say the organization does well; What resources do we have available; and What is our greatest achievement?

- Connection and Services to the Community
- High impact popular programs offered to the Community
- Long term Director with knowledge with good leadership skills
- Great staff who engage the Community
- Staff Energy and Enthusiasm
- Community Culture and Tradition
- Dedication of the staff to provide good recreation opportunities to the community
- Diversity of facilities and programming
- Strong dedicated and committed staff members

**WEAKNESSES** – What can the organization improve on; What knowledge, talent, skills and/or resource are we lacking; What do other people say the organization doesn't do well; and What customer complaints have we had about our service?

- Lack of staff
- Lack of resources including buildings and open spaces for community
- Communication both Internal and External
- Lack of Teen aged programming
- Lack of Social Media and marketing



- Lack of self-promotion
- Condition and aging of facilities and overuse of facilities
- Facility management expertise and contract administration
- Automated workload workflow

**OPPORTUNITIES** – How can we turn our strengths or weaknesses into opportunities; What can we do today that isn't being done; How is the profession changing and how can we take advantage of it?

- Additional staff support
- Increase revenue in programs, facilities, etc. but keep prices affordable for residents
- Renovate park open space and building facilities to increase usage and revenue
- Explore Partnership with South Pasadena Unified School District to improve opportunities for the residents
- Re-engage and re-connect with the Community
- Professionalize the operations
- Transition senior programming to the new generation of seniors
- Use technology to better communicate as teams
- Increase year-round special events
- Create and strengthen relationships with community

**THREATS/CHALLENGES** – What types of situations or obstacles would prevent the department from providing high quality services to the community?

- Staff morale and workload
- Mis-communication
- Public Health
- Liability issues
- Funding/Economic
- Challenges with the un-housed in parks and rental areas
- Change in leadership and staff turn-over
- Loss of open space and encroachment of public spaces
- Loss of facilities
- Loss of staff

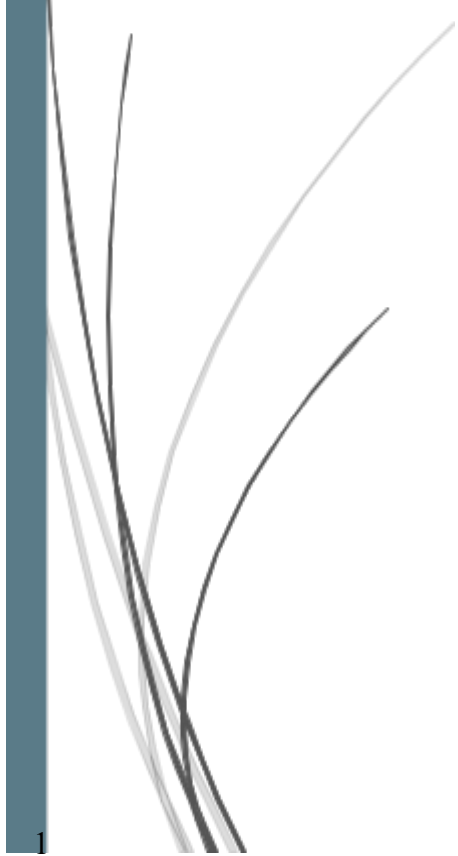
## **APPENDIX G**

### **REVIEWED POLICIES AND PROCEDURES**

- 1. EMPLOYEE HANDBOOK**
- 2. CO-SPONSORSHIP/SPECIAL EVENT POLICY**
- 3. SENIOR CENTER POLICIES & PROCEDURES**
- 4. GUIDELINES FOR COMMUNITY SERVICES DEPARTMENT PROGRAMS AND MANAGEMENT**
- 5. GUIDELINES FOR COMMUNITY SERVICES DEPARTMENT FACILITIES RESERVATION HANDBOOK**



PART-TIME  
EMPLOYEE  
HANDBOOK  
**2022**



# WELCOME

---

Dear Employee,

The City of South Pasadena warmly welcomes you to our quaint community. We take great pride in our city and hope that as you begin your employment here that you will soon feel a sense of pride and belonging as well.

We have created this handbook as a tool for you to utilize in order to be an effective and successful employee. This handbook outlines your responsibilities, roles and expectations as an employee. Please keep it handy should you have any questions or concerns in the future.

As your Community Services Director, I am excited to have you on board and look forward to working with you. Our residents have high expectations and we aim to please. As a result, our department maintains high standards and you have been hired because we believe that your talents will only make us stronger. Each one of you are a critical part of what brings magic to our community. We believe in you and know that your leadership in our programs will positively impact the lives of our residents. We hope you enjoy your time with us in South Pasadena.



Thank you for choosing us! South Pasadena is where PARKS MAKE LIFE BETTER!

A handwritten signature in black ink that reads "Sheila Pautsch". The signature is fluid and cursive.

Sheila Pautsch  
Community Services Director

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# CITY COUNCIL

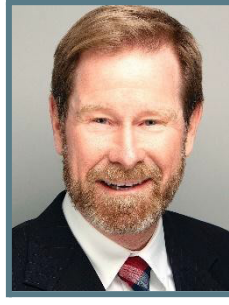
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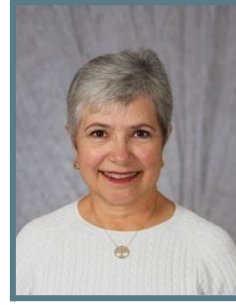
**Michael A.  
Cacciotti**  
Mayor



**Evelyn G.  
Zneimer**  
Councilmember



**Jon Primuth**  
Mayor Pro Tem



**Diana Mahmud**  
Councilmember



**Jack Donovan**  
Councilmember

## MISSION STATEMENT

The City of South Pasadena is committed to providing effective and efficient municipal services for the community while preserving our quality of life and small-town character in a 21st Century environment.

## COMMUNITY SERVICES COMMISSION

---

The Community Services Commission is a seven member body that act in advisory capacity to the City Council in all matters pertaining to activities promoting the health, interests and well-being of the City's senior citizen and youth populations, and all matters pertaining to parks and public recreation; recommends policies for the control, management, and use of Community Services facilities; recommends the acquisition, use, and relinquishment of Community Services facilities; advise the City Council on development of recreation areas, facilities, programs, and improved recreation services; recommends the adoption of standards on organizations, personnel, areas and facilities, program and financial support; and takes periodic inventories of recreation services that exist or may be needed and interprets the need of the public to the City Council and Community Services Director. Qualification for serving on the commission consist of being a resident elector (registered voter) of the city. Members are appointed to a three-year term, with a maximum length of service of two full consecutive terms, plus one partial term (if applicable).

**Kristine Kwong**, Commissioner (Term ends 12/31/2024)

**Victoria Rocha**, Commissioner (Term ends 12/31/2023)

**Alberto Ocon**, Commissioner (Term ends 12/31/2023)

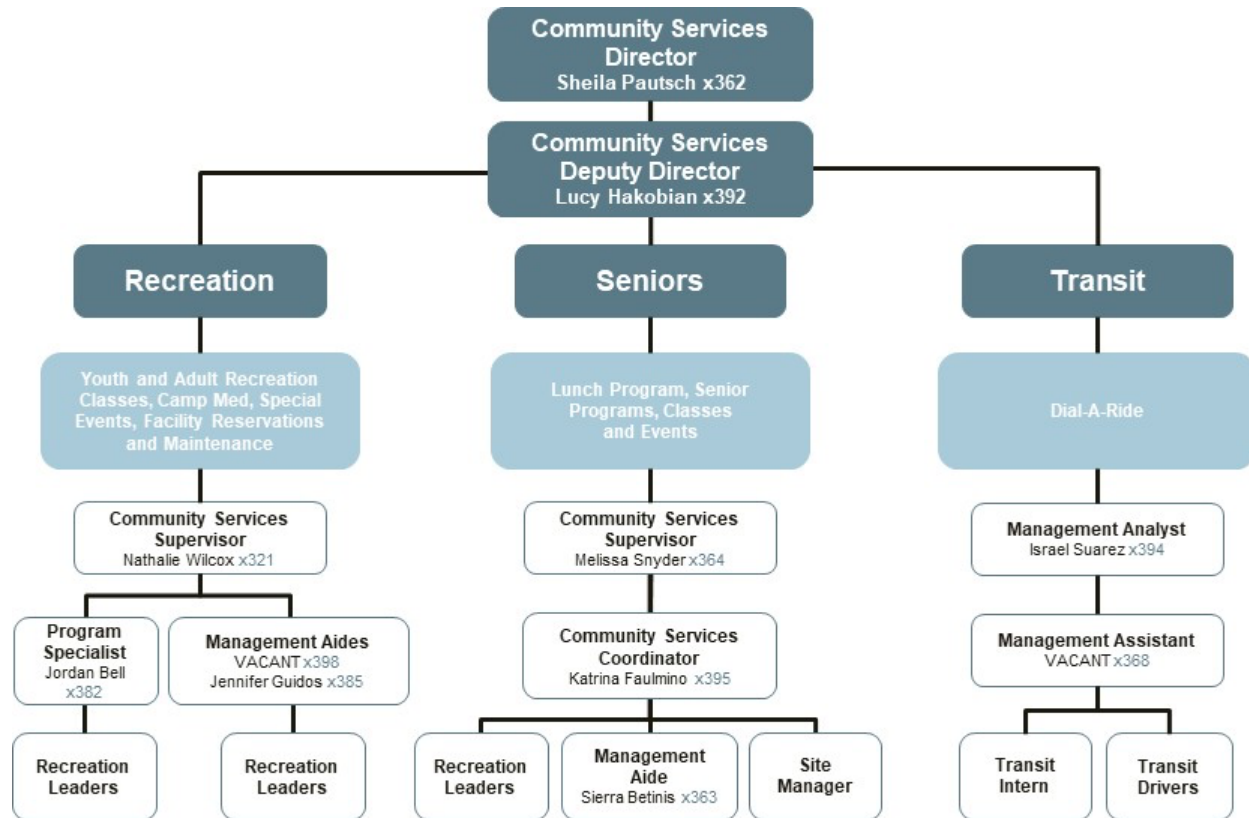
**Karen Tamis**, Commissioner (Term ends 12/31/2023)

City Council Liaison: **Jack Donovan**, Councilmember

Staff Liaison: **Sheila Pautsch**, Community Services Director

# COMMUNITY SERVICES STAFF

Community Services Office: (626) 403-7380



The Recreation Division office, along with our other departments, have been tremendously helpful and informative when it comes to any and all questions. I am appreciative of the fact that I can call another staff member and not be afraid to ask questions because we are collectively working together to figure things out.

In addition to this, something that's stuck out is the availability of my supervisors for input and feedback. This is something I appreciate because it makes me genuinely happy to be heard in the workplace. I love the fact that I am considered into making decisions for the office and being able to voice my opinion.

This has been a fantastic group of people to work with and I hope that this culture of supportiveness and understanding continues for years to come!

**ANTHONY BERUMEN**

## IMPORTANT TELEPHONE NUMBERS

### **South Pasadena City Hall**

1414 Mission Street | (626) 403-7200

### **South Pasadena Fire Department**

817 Mound Avenue | (626) 403-7300

### **South Pasadena Police Department**

1422 Mission Street | (626) 403-7270

## COMMUNITY SERVICES DEPARTMENT PARKS AND FACILITY INFORMATION

### **Arroyo Park**

614 Stoney Drive (Gazebo)

### **Arroyo Seco Golf Course**

1055 Lohman Lane

### **Arroyo Seco Raquet Club**

920 Lohman Lane

### **Arroyo Woodland & Wildlife Nature Park**

100 Pasadena Avenue

### **Community Garden & Demonstration**

1028 Magnolia Street

### **Eddie Park & House**

2017 Edgewood Drive

### **Garfield Park**

1000 Park Avenue

### **Garfield Park Youth House**

625 ½ Stratford Avenue

### **Library Park**

1100 Oxley Street

### **Orange Grove Park**

815 Mission Street (Gazebo)

### **Recreation & Youth Services**

Orange Grove Recreation Center  
815 Mission Street | (626) 403-7380

### **Camp Med**

(626) 403-7386

### **Teen Center**

(626) 403-7391

### **San Pascual Stables**

221 San Pascual Avenue

### **South Pasadena Public Library**

1100 Oxley Street | (626) 403-7330

### **South Pasadena Senior Center**

1102 Oxley Street | (626) 403-7360

### **Dial-A-Ride**

(626) 403-7368

### **South Pasadena Batting Cages & South Pasadena Skate Park**

660 Stoney Drive

### **South Paws-adena Dog Park**

650 Stoney Drive

### **War Memorial Building & Oak Lawn Park**

435 Fair Oaks Avenue



# SECTION 1: GENERAL STATEMENT

---

The City of South Pasadena is an Equal Opportunity Employer, and it is the equal opportunity employment policy of the City to make all recruitment, hiring, and placement decisions, as well as other employment decisions, on the basis of the qualifications of the individuals considered for the position to be filled, without regard to race, ethnicity, religion, color, age, sex, national origin, sexual orientation, veteran's status, or non-disqualifying handicap. This Employee Manual does not form a contract of employment between the City of South Pasadena and any individual employee.

The things I like about my job is working with kids. And working events as well, getting to meet people, and seeing different community events.

VALERIE GOVEA

## SECTION 2: PURPOSE

---

The purpose of this Employee Handbook is to provide a uniform and efficient system of personnel administration and to set forth the pledge of the employer and employees to their continued dedication to the highest quality of community service. This handbook is intended to define the guidelines of the South Pasadena Community Services Department and its employees and can be used as a tool in helping each employee become more acquainted with the expectations of the Community Services Department.

This handbook has been prepared for the employees of the City to maintain and promote a positive working environment and to provide general direction in addition to workplace policies.

This employee handbook applies to all part-time, and seasonal employees in the City of South Pasadena Community Services Department. All employees are required to read the Part-Time Employee Handbook and sign the Acknowledgement Form found at the end of this handbook.

## SECTION 3: GENERAL EMPLOYEE SAFETY PROVISIONS

---

The City is committed to providing a safe and healthy working environment for all of its employees. However, it is the responsibility of each employee to:

- Understand and follow all rules and safety standards
- Be familiar with the safe and proper use of any vehicle, tool or piece of equipment before it is used
- Operate all tools and equipment in a safe and careful manner

Employees are encouraged to report any hazardous or unsafe conditions upon detection in their work areas. All accidents and injuries must be reported to your immediate Supervisor as soon as possible.

I absolutely love working at the South Pasadena Senior Center. It feels great being able to help and find meaning in what you do. Thankful for the opportunity to give back to our Seniors. They became family to me.

KATRINA FAULMINO

# SECTION 4: GENERAL CONDITIONS OF EMPLOYMENT

## A. HOURS OF WORK

A part-time employee may work either up to 18 hours per week or 28 hours per week depending on the position and locations of work.

### Lunch Hours

An unpaid lunch break of 30 minutes is required when scheduled over 5 hours of work. Your Supervisor will indicate this on your weekly schedule for you.

## B. ATTENDANCE

You are expected to report to work in accordance with the work schedule assigned by your Supervisor and you are responsible for letting your Supervisor know by telephone, as soon as possible, if you expect to be late or absent. **Failure to notify your Supervisor may result in disciplinary action including termination.**

Every employee is expected to remain at work for his/her entire work schedule except for specified break periods or when required to leave on authorized City business.

Late arrival, early departure, and excessive absences from scheduled hours will not be tolerated and will result in disciplinary action.

### Absences and Tardiness

If an employee has not clocked in and/or is not at his or her location at the start of the shift and has not reported off, he or she will be disciplined up to and including termination.

## C. REQUEST FOR TIME OFF

In order to accommodate with your request for time-off, you are to submit a Time-Off request form through When to Work or by filling out the Time Off Request Form at least two weeks prior to the known date(s) of absence. All time off requests will be granted only **if adequate substitute can be arranged and if the program and other staff are not impacted negatively. Any time off needs to be approved by your Supervisor.**

### Notification of Sick Leave

When sick leave is needed, the employee must notify their Supervisor at least two (2) hours prior to the beginning of their work shift via telephone. Text messaging is not an acceptable communication when calling in sick.

### Sick/Medical Leave

Every day I'm making a difference in our seniors' lives, even if it's something small like helping them with their phone problems. They especially get excited when I show them how to do something and they learn how to do it on their own. They also show how grateful they are, because they recognize how much they require the services provided, and they look forward to the interaction and the opportunity for laughter and conversation. I enjoy the vast amount of characters that I interact with and the stories they tell me are always worth listening.

ALEX LEGASPI

After 90 calendar days employees will receive 24 hours of paid sick/medical time. Time Off Request Form must be completed and approved by Supervisor within TCP. Completed form is to be attached to the employee's timesheet.

**Medical Verification**

If an employee misses more than three (3) consecutive workdays due to an illness or injury, a written medical certification from a physician must be shown to your Supervisor upon return.

**D. UNIFORM REQUIREMENTS**

- Staff will be required to be in uniform any time while on the clock, including meetings, trainings, and special events.
- Staff must wear appropriate footwear for their job assignment. Tennis shoes or all-purpose athletic shoes should be worn.
- If a jacket or coat is worn over uniform, staff identification must be visible.
- Solid dark blue or black colored pants or shorts. Transit employees may wear khaki and are prohibited from wearing shorts, unless permitted by Supervisor.
- Staff uniforms should not be worn after working hours, unless it is unavoidable. Uniforms are never to be worn in bars, other establishments, or at events that are detrimental to the image of the department.
- In the event a uniform becomes worn, lost or frayed, staff may acquire an additional shirt from their Supervisor. Worn uniforms must be returned prior to a new uniform being issued.
- Staff will be asked to return any issued uniforms upon resignation or termination of employment.
- Staff identification are required at all times. Staff ID's are issued by the Management Services Department.
- Long Johns can be worn underneath work uniform shirt.

**Employee Grooming**

Proper employee grooming standards are necessary to maintain a professional image for the City as well as to maintain safety standards.

**Hair & Facial Hair**

- Hair needs to be clean and neatly groomed.
- Beards and mustaches should be kept groomed at all times.

**Accessories**

- Excessive jewelry of any kind is unacceptable due to safety and professional concerns.
- Any employee running activities is discouraged from wearing jewelry. Accessories could be lost, damaged, or get caught on surrounding objects.

I've worked with South Pasadena Community Services for six years, primarily as an after school/summer instructor at Camp Med. Being part of community services means if it happens in our parks or facilities, it is our department's responsibility. I've enjoyed the opportunity to do something that positively affects the now and future generation of our city.

**ERIC CORONA**

**E. WORKING WITH CO-WORKERS**

The City of South Pasadena promotes a productive and cooperative working environment. Respect and teamwork are expected from each employee. Please remember that customer service is the key to retaining repeat customers and keeping the community happy.

**F. USAGE OF MOBILE DEVICES**

When on duty, you are prohibited from using a cell phone unless it is work related or an emergency. Employees experiencing emergencies need to discuss the matter with their Supervisor before their shift to clarify issues/cell phone use. No text messaging is allowed.



**G. GIFT POLICY (Refer to City’s Gift Policy)**

**PURPOSE**

The purpose of this policy is to establish guidelines for employees to follow in regard to the acceptance of gifts or gratuities. The policy pertains to all City employees in relation to:

- Individuals or companies doing business with the City;
- Individuals or companies seeking permits, approvals, etc. from the City; or
- Residents expressing general appreciation.

**POLICY**

1. Employees should never, directly or indirectly, solicit a gift or gratuity.
2. Gifts and gratuities may include, but are not limited to, money, services, loans, travel, entertainment, apparel, hospitality, or promise of preferential treatment of any kind.
3. Gifts should never be accepted in circumstances where it might reasonably be inferred that the gift was intended to influence the employee’s performance of official duties or reward an official action on the part of the employee.
4. Inappropriate gifts and gratuities should be rejected firmly, but tactfully so that the good intentions of the giver are properly acknowledged.
5. If it is difficult or impossible to return the gift to the sender, it should be forwarded to the Director’s office, and arrangements will be made to donate the gift to a local charity. The Director will notify the sender of the final disposition of the gift in accordance with City policy.
6. It is not the intent of this policy to prohibit the acceptance or expression of general appreciation from residents such as flowers, chocolates, fruit, popcorn, inexpensive bottles of wine, etc. However, they must be shared with all staff.

**H. PERSONAL VISITORS**

Visits from family members or friends may distract an employee’s ability in performing daily operations. Therefore, employees are not permitted to invite family members or friends specifically behind the employee counters. Interaction with family and friends should be little to none in the workplace.

**I. PERMITTED USES OF CITY VEHICLES (Refer to City’s Vehicle Policy)**

City Vehicles shall only be used by employees for City operations and duties. This means the use of city vehicles is not permitted for personal use. Authorization for city vehicle usage will only be permitted to employees that have submitted the proof of state-issued Driver’s License and Insurance. All employees driving City Vehicles will be required to take an online Defensive Driver’s Training. All employees must fill out the Vehicle Inspection Form at time of check out.

**J. TIME CLOCK PROCEDURES**

Employees are required to clock in and out through TCP, unless advised by Supervisor to submit a paper time card. Once an employee clocks in, they should be ready to work. If for any reason an employee forgets to clock in or is unable to, he or she must notify their Supervisor immediately. Asking another employee to clock in and clock out is strictly prohibited.

## **K. ALCOHOL & DRUGS IN THE WORKPLACE POLICY (Refer to City's Drug in the Workplace Policy)**

### **STATEMENT OF THE POLICY**

It is the City's policy that employees shall not be under the influence of or in possession of alcohol or drugs; not possess alcohol or drugs while on City property, at work locations, or while on duty or subject to being called to duty, sell or provide drugs or alcohol to any other employee or to any person while such employee is on duty or subject to being called, and not have their ability to work impaired as a result.

While use of medically prescribed medications and drugs is not per se a violation of this policy, failure by the employee to notify his or her Supervisor, before beginning work, when taking medications or drugs that could foreseeably interfere with the safe and effective performance of duties or operation of City equipment can result in discipline, up to and including termination. In the event there is a question regarding an employee's ability to safely and effectively perform assigned duties while using such medications or drugs, clearance by a qualified physician may be required.

The City reserves the right to search, without employee consent, all areas and property in which the City maintains control or joint control with the employee. Otherwise, the City may notify the appropriate law enforcement agency that an employee may have illegal drugs in his or her possession or in an area not jointly or fully controlled by the City.

Refusal to submit immediately to an alcohol and/or drug analysis when requested by the City management or law enforcement personnel may constitute insubordination and may be grounds for discipline, up to and including termination.

Employees reasonably believed to be under the influence of alcohol or drugs shall be prevented from engaging in further work and shall be detained for a reasonable time until he or she can be safely transported from the work site.

The City is committed to providing reasonable accommodation to those employees whose drug or alcohol problem classifies them as handicapped under Federal and/or State law.

### **EMPLOYEE RESPONSIBILITIES**

An employee must:

- Not report to work or be subject to duty while his or her ability to perform job duties is impaired due to on or off-duty alcohol or drug use;
- Not possess or use alcohol or impairing drugs (illegal drugs and prescription drugs without a prescription) during work hours or while subject to duty, on breaks, during meal periods or at any time while on City property;
- Not directly or through a third party sell or provide drugs or alcohol to any person, including any employee, while either employee or both employees are on duty or subject to being called;
- Submit immediately to an alcohol and drug test when requested by a responsible City representative;
- Notify his or her Supervisor, before beginning work, when taking any medications or drugs, prescription or non-prescription, that may interfere with the safe and effective performance of duties or operation of City equipment; and
- Provide within 24 hours of request bona fide verification of a current valid prescription for any potentially impairing drug or medication identified when a drug screen/test is positive. The prescription must be in the employee's name.

I'm the Site Manager for the Senior Meal Programs. I'm overseeing all the volunteers, and that have been attending to the Senior Center since 2007. They have helped me a lot with everything, and I couldn't thank them enough, from the on-site volunteers to the drivers.

ELIZABETH CASILLAS

## **L. INFORMATION SYSTEM USE POLICY (Refer to City's Information Systems Use Policy)**

### **PURPOSE**

The purpose of this policy is to establish a standard operating procedure for the use of computers, email, telephones, and voicemail throughout the City. All components of these systems are business tools, which are the property of the City and should be used for appropriate work-related purposes only.

This policy is to protect employees from discovering too late what they thought were private communications are actually accessible by the public. It also protects the public from misuse of these systems. The policy is not intended to prohibit necessary and reasonable use of these systems, such as is currently permitted with the telephone.

The City reserves the right to access any of the records within the systems at any time and to retain or dispose of those records as it deems necessary and appropriate. Furthermore, these records, including communications sent by email, may be subject to disclosure to others under the Public Records Act or in litigation. No employee shall have any expectation of privacy with regards to any information on the computer system. Deletion of a file or message from one part of the system may not fully eliminate that message from the system.

### **SYSTEMS SECURITY**

The user is responsible for maintaining password security. If a user thinks that someone may know his/her password, it must be changed immediately. Users may not use unauthorized codes and passwords to gain unauthorized access to others' files and messages.

### **INAPPROPRIATE USE**

1. Sending or downloading messages or files that are derogatory, lewd, or obscene unless obtained for the exclusive purpose of a police investigation.
2. Sending or downloading messages that are discriminatory based on race, national origin, ancestry, sex, sexual orientation, marital status, age, disability, medical condition, or religious or political belief unless obtained for the exclusive purpose of a police investigation.
3. Non-related job activity.
4. Unauthorized or illegal copying of files or software.
5. Files or programs from outside sources should be introduced into the system with care. Such files should be contained on separate media, such as thumb drives or zip drives, and tested for viruses before being introduced into the system. All software systems installed onto the system must be approved in advance by the system administrator.
6. Any suggestion that a virus may be present, such as a message on the computer, should be immediately reported to the supervisor.
7. Modems and computers should not be left on overnight. Turning off the computer daily also allows the virus tests to run on start-up.

Any misuse of the system may result in disciplinary action and/or termination.

## **M. MANDATED REPORTER & CHILD ABUSE NEGLECT REPORTING**

The City of South Pasadena recognizes that nothing is more important than the safety and well-being of the children and seniors entrusted in its care. In support of the paramount responsibility, the City shall take all necessary steps to comply with its obligations under the Child Abuse and Neglect Reporting Act as provided by the City during the onboard training. Employees are required to complete this additional training within the first week of hire and before working with children or seniors.

# SECTION 5: WORK RULE VIOLATIONS & DISCIPLINE

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Like other organizations, the City of South Pasadena has certain expectations of its employees. When those expectations are not met, certain disciplinary actions may be taken.

## **Employee Obligations**

Any improper action by an employee reflects upon the department and fellow employees and may seriously affect his/her continued employment with the City. Public employees must be efficient, courteous and neat in appearance. An employee of the City must keep in mind that the private citizen is very much aware of discourteous conduct, unsatisfactory appearance and other negative mannerisms. Make it a point to be courteous to all visitors and take pleasure in showing them around the park or facility. This does not mean you neglect your responsibilities. Be prepared to answer questions on your programs and familiarize yourself with programs from other facilities. Employees must act with this in mind and should always provide a positive and enthusiastic attitude.

## **Chain of Command**

All matters of concern, questions about expectations, clarification of policies, and such are to be brought to the attention of the immediate Supervisor. For more detail, reference the Department Organization Chart.

## **Performance Evaluations**

Part-time employees are eligible for an evaluation after 400 hours of employment, and if they have attended all training sessions offered for part-time employees. They are again eligible for evaluation one (1) year after their date of hire and yearly thereafter. An employee must be evaluated in order to receive a pay increase, but pay increases are not automatic and are only given to those who are deserving of one.

## **At-Will Employment**

Hourly employees hired by the City of South Pasadena accept at-will employment, which means there is no contract for a fixed term of employment. The employee accepts work at the will of the employer and employee. Either party is free to end the work agreement at any time without cause.

## **Facility Supervision**

It is the employee's responsibility to regularly roam the facility, especially bathrooms. Employees should introduce themselves to people and be openly visible. Be courteous and helpful but enforce all facility and department rules. In addition, employees should roam the outside of the facility occasionally.

## **Suspicious Persons**

When a person whose actions arouse suspicion at a playground or park, employees should carefully observe the following:

1. Watch for individuals who seem overly friendly with children.
2. Watch for individuals who seem to have no apparent purpose on the playground.
3. Watch for individuals who seem to avoid any contact with you.
4. Watch for individuals who remain in restroom areas.

It is the employee's responsibility to:

1. Tactfully learn whether the suspicious individual is related to or acquainted with any of the children at the playground.
2. Usually if an employee stands near a suspicious person, they leave the area.
3. If the suspicious person leaves your area, try to obtain the license number, the make of the car, and a description of the person.
4. Report this activity to your Supervisor immediately.

## **Transporting Patrons**

City employees are not allowed to transport (in privately owned vehicles) any patrons other than City employees. If in your opinion it becomes necessary for you to transport patrons, you **MUST** obtain your Supervisor's approval.

## **Reporting Incident and Accident of Minors**

Staff are required to complete an incident or accident reports of minors that take place on city property. These reports must be submitted to your supervisor no later than the end of the day of the incident or accident, or as soon as the matter is resolved. **Incident/Accident reports must be reported to the City Manager's Office as soon as possible, with a copy of the report from the respective staff who witnessed and completed the incident/accident report.**

**Minor accidents-** Small cuts, scrapes, floor burns requiring limited first aid

1. If an accident occurs during an organized game, program, activity or event, attempt to continue the activity by suggesting that the most responsible person handle the activity until you return.
2. Separate the individual and yourself from other persons in the immediate vicinity.
3. Calm the individual, render first aid and gather all the facts about the accident in order to complete the department's accident report.
4. Suggest that the injured person (depending on the extent of injury):
  - a. Return to the activity
  - b. Remain but participate only in non-active games
  - c. Return home
5. Fill out the accident report and return it to the Recreation Office the same day the accident occurs.

**Serious or Possibly Serious Accidents-** Head injuries, puncture wounds, bad sprains, broken bones, deep cuts, face injuries

1. Size up the situation calmly, accurately and quickly.
2. Gain and maintain command of the situation.
3. Determine if injury is serious enough for medical attention.
4. If so, send a staff person to promptly call:
  - a. Paramedics
  - b. Parents
  - c. Department Office
5. Administer First Aid as prescribed by the Red Cross.
6. Gather facts about the accident in order to fill out the accident reports and/or report to emergency services.
7. If a doctor or ambulance arrives as a result of parent's request, explain the situation to them as you found it, and then return to the program activity.
8. Complete a full report to be turned into your supervisor the same day the accident occurs.

Note: In cases where two staff persons are on the grounds, it may be advisable for one staff person to take charge to properly expedite the situation. Always call your supervisor for additional staff support.

## **Reporting Incident and Accident of the General Public**

Staff are required to complete an incident or accident reports of the general public that take place on city property. These reports must be submitted to your supervisor no later than the end of the day of the incident or accident, or as soon as the matter is resolved. **Incident/Accident reports must be reported to the City Manager's Office as**

I enjoy servicing the needs of a vulnerable population, our senior citizens, in the City of South Pasadena. When a community ensures all populations and people are thriving, it demonstrates how high a value we place in humanity. It's exciting to walk to work through a diverse neighborhood knowing each person and families' needs will be met through our City's programs.

SIERRA BETINIS



soon as possible, with a copy of the report from the respective staff who witnessed and completed the incident/accident report.

**First Aid/CPR**

First Aid is the immediate and temporary care given to a victim of an accident or illness. In all cases, be quick in drawing the line between first aid and medical attention. In an emergency call 911. **Current certifications are required before an employee responds to emergencies related to First Aid or CPR.** Staff are required to have up-to-date First Aid and CPR training by the first day of employment. Training must be done every two years.

**Emergency Procedures**

If there is an emergency, make sure you are prepared to document it on the proper form and contact the proper emergency service. If there is a medical emergency and the victim requires medical attention, call 911. A police emergency that is potentially dangerous to the public or you cannot handle the situation as you would normally, call 911. Remember to get as much information as possible for your Incident Report and call your supervisor.

If it is not an emergency situation but still requires Police assistance (people drinking alcohol, etc.) then call the South Pasadena Police Department at (626) 403-7270.

**Earthquake Procedures- through Ready.gov/earthquakes**

**Drop:** Drop wherever you are on to your hands and knees. If you're using a wheelchair walker with a seat, make sure your wheels are locked and remain seated until the shaking stops.

**Cover:** Cover your head and neck with your arms. If a sturdy table or desk is nearby, crawl underneath it for shelter. If no shelter is nearby, crawl next to an interior wall (away from windows). Crawl only if you can reach cover without going through an area with more debris. Stay on your knees or bent over to vital organs.

**Hold on:** If you are under a table or desk, hold on with one hand and be ready to move with it if it moves. If you can't find a table or desk, cover your head and neck with both arms and hands. seated and unable to drop to the floor, bend forward, cover your head with your arms, and hold on to your neck with both hands.

NOTE: For staff working with participants, assist the participants in following these procedures. Should you be outside when an earthquake occurs move away from buildings or large objects.

**Flood**

- Evacuate participants and staff to higher ground immediately.

**Fire Alarm**

Determine first if accidental trip of alarm or an actual emergency.

**Protect Yourself During Earthquakes!**

or

IF  
POSSIBLE



USING  
CANE



better  
protect

USING  
WALKER



If

USING  
WHEELCHAIR



*If emergency:*

1. Evacuate participants and staff from building.
2. If you are inside and see smoke or fire in your first escape route, evacuate the participants and staff using your second way out. If you must exit through smoke, crawl low under the smoke to exit.
3. If you are inside and escaping through a closed door, feel the door before opening it. If it is warm, use your second way out.
4. If smoke, heat, or flames block your exit routes, stay in the room with the door closed. Signal for help using a bright colored cloth at the window.
5. Call the fire department using a cell phone and tell them where you are.
6. Call your supervisor so they are aware of the situation.

*If accidental trip:*

1. Contact Post Alarm to make them aware of the situation.
2. Call the Fire Department at (626) 308-7200 to let them know it was an accidental trip.
3. Reset alarm that was set off.
4. Inform Supervisor so they are aware of the occurrence.

**Chemical Emergencies**

- If a participant should eat or drink a non-food substance, find the containers that the item was in immediately and take them to the phone.
- Call the Poison Control Emergency number at (213) 222-3212 or (800) 777-6476. You may also call Emergency Medical Services (EMS), or 911. Follow their instructions carefully. Often the first aid advice found on containers may not be appropriate. So, don't give anything by mouth until you have been advised by medical professionals.

**Keys**

Keep all keys on you at all times while on duty and do not lend them to participants for any reason. Upon your departure from the department, return all keys to your Supervisor.

If keys are lost, it should be reported to your Supervisor as soon as possible. No keys are to be duplicated without the permission of the Director. Disciplinary action can be imposed due to lost or duplicated keys.

**Grievances**

In any instances of grievance, the employee or employees adversely affected shall first make efforts to resolve such grievances with their immediate Supervisor without resort to the formal filing of a grievance.

An employee who wishes to file a grievance must do so within five (5) working days of the occurrence or within five (5) working days of the date the employee knew or should have known of the occurrence.

- Step 1: (A) The employee will present the grievance in writing to the immediate Supervisor.  
(B) The immediate Supervisor will answer the grievance in writing within five (5) working days.
- Step 2: (A) An employee and/or his or her representative wishing to pursue a grievance further will, within five (5) working days, present it in writing to the *department head* and request an interview. The department head will then schedule an interview with the *department head* and the employee.  
(B) The department head will present his or her written answer to the employee within five (5) working days of the interview.
- Step 3: (A) If the grievance has not been settled at the second step, the employee and/or his or her representative may submit an appeal within 10 working days to the City Manager.

**Employee Accidents**

When an employee sustains an injury arising out of, and in the course of City employment and medical attention is required, the employee should be transported to St. George along with a completed copy of the incident report. These forms are available from your Supervisor.

If it is a life-threatening situation or a very serious condition, call 911/Paramedics for immediate emergency care. The Supervisor should also be contacted immediately.

### **Disciplinary Procedures**

Your Supervisor/Director reserves the right to immediately terminate any part-time employee if you are in direct violation of Resolution #7625 (Part Time MOU).

# SECTION 6: HARASSMENT/DIVERSITY POLICY

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### **PURPOSE (Refer to City's Harassment/Diversity Policy)**

The City of South Pasadena is committed to providing a work environment free of discriminatory harassment. This policy defines discriminatory harassment and sets forth a procedure for the investigation and resolution of complaints of such harassment by or against any employee or applicant.

### **POLICY**

Discriminatory harassment violates this Policy and will not be tolerated. Discriminatory harassment of an applicant or employee includes harassment based on race, religious creed, sex, national origin, ancestry, disability, medical condition, marital status, age, or sexual orientation. It is also, improper to retaliate against any individual for making a complaint of discriminatory harassment or for participating in a harassment investigation. Retaliation constitutes a violation of this Policy.

This Policy applies to all terms and conditions of employment including, but not limited to: hiring, placement, promotion, disciplinary action, layoff, recall, transfer, leave of absence, training opportunities and compensation. Discrimination (disparate treatment) shall be subject to the reporting provisions under this Policy.

Employees who violate this Policy may be subject to disciplinary action up to and including termination.

### **DEFINITIONS**

Harassment can consist of virtually any form or combination of verbal, physical, visual or environmental conduct. It need not be explicit or even specifically directed at the victim. Sexually harassing conduct can occur between people of the same or different genders.

Harassment includes, but is not limited to, the following misconduct:

- **Verbal:** Inappropriate or offensive remarks, slurs, jokes, or innuendoes based on race, sex, religious creed, national origin, ancestry, disability, medical condition, marital status, age, or sexual orientation. This may include, but is not limited to, inappropriate comments regarding an individual's body, physical appearance, attire, sexual prowess, marital status, pregnancy or sexual orientation; unwelcome flirting or propositions; demands for sexual favors; verbal abuse, threats or intimidation of a sexual nature; or sexist, patronizing or ridiculing statements that convey derogatory attitudes about a particular gender.
  - o **Rumors, Gossip, and Negative Comments:** The Community Services Department has zero tolerance when it comes to rumors, gossip or negative comments. In order to have a more professional, gossip free workplace, employees will:
    - Not speak or insinuate another person's name when that person is not present unless it is to compliment or reference regarding work matters.
    - Refuse to participate when another mentions a person who is not present in a negative light. They will change the subject or tell them they have agreed not to talk about another.
    - Choose not to respond to negative email or use email to pass on private or derogatory information about any person in the agency.

- **Physical:** Inappropriate or offensive touching, assault, or physical interference with free movement when directed at an individual on the basis of race, sex, religious creed, national origin, ancestry, disability, medical condition, marital status, age, or sexual orientation. This may include, but it is not limited to, kissing, patting, lingering or intimate touches, grabbing, massaging, pinching, leering, staring unnecessarily, brushing against or blocking another person, whistling gestures.
- **Visual or Written:** The display or circulation of offensive or derogatory visual or written material related to race, sex, religious creed, national origin, ancestry, disability, medical condition, marital status, age, or sexual orientation. This may include, but is not limited to, pictures, posters, cartoons, drawings, graffiti, reading materials, computer graphics or electronic media transmissions.
- **Environmental:** A work environment that is permeated with discriminatory or sexually oriented talk, innuendo, insults or abuse not relevant to the subject matter of the job. A hostile environment can arise from an unwarranted focus on sexual topics or sexually suggestive statements. An environment may be individual or if the individual merely witnesses unlawful harassment in his or her immediate surroundings. The determination of whether an environment is hostile is based on the totality of the circumstances, including such factors as the frequency of the conduct, the severity of the conduct, whether the conduct is humiliating or physically threatening, and whether the conduct unreasonably interferes with an individual's work.

Romantic or sexual relationships between Supervisors and employees are discouraged. There is an inherent imbalance of power and potential for exploitation in such relationships. The relationship may create an appearance of impropriety and lead to charges of favoritism by other employees. A welcome sexual relationship may change, with the result that sexual conduct that was once welcome becomes unwelcome and harassing.

By definition, discriminatory or sexual harassment is not within the course and scope of an individual's employment with the City.

### **PROHIBITED SUPERVISORY OR MANAGERIAL BEHAVIOR**

- No Supervisor, Manager, or other authority figure may condition or deny any employment, employee benefit or continued employment with the City on an applicant's or employee's acquiescence to any unwelcome discriminatory or sexual harassment.
- No Supervisor, Manager, or other authority figure may retaliate against any applicant or employee because that person has opposed a practice prohibited by this Policy or has filed a complaint, testified, assisted or participated in any manner in an investigation, proceeding, or hearing conducted by an authorized investigator.
- No person shall destroy evidence relevant to an investigation of harassment discrimination.

### **BEHAVIOR PROHIBITED BY ALL PERSONS**

- No Supervisor, Manager, or any other person in this City shall create a hostile or offensive work environment for any other person by engaging in any discriminatory or sexual harassment or by tolerating it on the part of any employee.
- No Supervisor, Manager, or any other person in the City shall assist any individual in conducting any act that constitutes discriminatory or sexual harassment against any employee of the City.

### **OBLIGATIONS OF SUPERVISOR/MANAGERS**

- A copy of this Policy will be provided to all employees in the City and displayed in prominent locations throughout the City.
- A copy of the information sheet on sexual harassment prepared by the Department of Fair Employment and Housing will be available to all City employees.
- All Supervisors and Managers will make available to any new employees a copy of this Policy within one (1) week of their employment.
- The City shall periodically notify employees of the procedures for registering a complaint as well as available redress. Such notification shall occur through normal channels of written communication.

- The Personnel office shall make available information from the Department of Fair Employment and Housing and the Equal Employment Opportunity Commission about filing claims of harassment or discrimination with these entities.
- A copy of this Policy shall appear in any publication of the City that sets forth the comprehensive rules, regulations, procedures, and standards of conduct for the City.
- Employees of the City shall receive periodic training on the Policy.

### **OBLIGATIONS OF ALL EMPLOYEES**

- All employees shall report any conduct that fits the definition of discriminatory or sexual harassment, to their immediate Supervisor or appropriate authority figure. This includes conduct of non-employees, such as community members and volunteers.
- All employees shall cooperate with any investigation of any alleged act of discriminatory or sexual harassment discrimination conducted by the City.
- Any person who violates this Policy will be subject to disciplinary action, up to and including discharge, suspension, or other appropriate disciplinary measures.

### **INVESTIGATIVE/CORRECTIVE ACTION**

- All persons shall immediately report any evidence of discriminatory or sexual harassment or complaints regarding sexual harassment made to them to their Supervisor, Manager, Director, or to the Personnel Director. Any Supervisor, Manager, Director, or department head who receives a complaint regarding discriminatory harassment shall immediately report it to the Personnel Director.
- The Personnel Director shall authorize the investigation or conduct the investigation of any incident of alleged discriminatory or sexual harassment reported to him or her. The investigation shall be conducted in a way that ensures, to the extent feasible, the privacy of the parties involved.
- The persons designated to investigate shall immediately report in writing the results of any investigation to the Personnel Director and to the complainant.
- All persons shall report to their Supervisor, Manager, or department head or Personnel Director any instances of discriminatory or sexual harassment that they have directly observed, whether or not reported by the employee who is the object of the harassment. Employees are expected to use their best judgment to forward the purpose stated in this Policy when defining discriminatory or sexual harassment.
- Disciplinary action taken by any Supervisor or Manager shall be decided in accordance with City policy and after consultation with the department head or Personnel Director.
- Under no circumstance shall an employee of the City who believes that he or she has been the victim of discriminatory or sexual harassment be required to first report that harassment to a Supervisor or other authority figure if that person or authority figure is the individual who is the subject of the complaint or has failed to remedy the known harassment.
- All Supervisors and Managers are required to maintain confidentiality to the extent possible in investigating any claims of alleged harassment.
- All Supervisors or Managers shall follow up within three (3) months of any reported incident of discriminatory harassment to determine whether the victim has been subject to any further prohibited conduct.
- Employees who have questions about their rights and obligations set forth herein should contact the Human Resources Manager.

### **ENFORCEMENT OF LAWS AGAINST UNLAWFUL HARASSMENT**

Employees or job applicants who believe they have been unlawfully harassed may, within one year of the act of harassment, file a complaint of discrimination with the California Department of Fair Employment and Housing (“DFEH”). The DFEH serves as a neutral fact-finder and attempts to help employers and employees to voluntarily resolve sexual harassment disputes.

If the DFEH finds evidence of illegal harassment, it may file a formal accusation against the employer and the alleged harasser. The accusation will lead to either a public hearing before the FEHC or a lawsuit filed on the complainant’s behalf by the DFEH.

If the FEHC finds that unlawful harassment occurred, it can order remedies, including significant fines or damages for emotional distress from each employer or harasser found to be at fault. The FEHC may also order hiring or reinstatement, back pay and benefits, promotions, and changes in the policies or practices of an employer. The DFEH can also issue to a complaining party a right to sue letter which entitles the complaining party to bring a legal action against the harasser.

If unlawful harassment occurs, the City may be liable for the conduct of its Managers, Supervisors, employees and non-employees. Harassers and management representatives who condone or ratify unlawful harassment may be held personally liable for their misconduct.

**For more information regarding employee rights and remedies regarding unlawful harassment, contact the State of California Department of Fair Employment and Housing. The location of the nearest DFEH office can be obtained by calling (916) 445-9918 or (916) 324-1678 (TDD).**

**Additional Resources** pertaining to each Division within the Community Services Department are available. Please see respective division supervisors to obtain a copy. Additional Resources include: Senior Center Policy, Cooling Center Policy, Computer Lab Policy, Case Management/Information and Referral Program, and Dial-A-Ride Program Policy.

# PART-TIME EMPLOYEE HANDBOOK 2022 RECEIPT AND ACKNOWLEDGEMENT FORM

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This Employee Handbook is a quick reference for many ongoing issues relating to your employment with the City of South Pasadena.

Each employee is a representative of the City and is responsible for assisting and serving the residents of South Pasadena. To achieve this goal, employees must adhere to established policies, rules, and follow instructions of Community Services Director. Any violation of policies will be considered and subject to disciplinary action including termination from employment.

In order to remain current and eliminate any conflicts and issues, this handbook treats most topics briefly and provides information on policies and procedures of the Community Services Department at City of South Pasadena.

It is important for you to be familiar with the information in this handbook. Please review it carefully. If you need additional assistance in having a clear understanding of your expectations as an employee, your Supervisor will be there to assist you. It is also expected from you that you clearly understand your duties in your job.

Please sign below to indicate that you have read this handbook and give the signed page to the Supervisor. This page will be kept in your employee file.

We hope you will enjoy a rewarding career at the Department of Community Services with the City of South Pasadena.

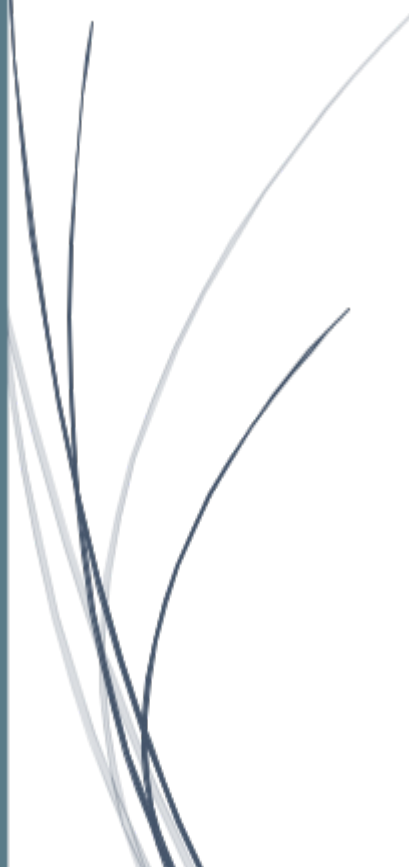
**SIGNATURE** \_\_\_\_\_

**PRINT NAME** \_\_\_\_\_

**DATE** \_\_\_\_\_



# Co-Sponsorship/ Special Event Procedures & Guidelines





**Introduction:**

The City of South Pasadena (City) routinely receives requests from nonprofit organizations, service clubs, and others requesting to co-sponsor various activities, or to waive temporary use permit fees and /or rental fees for the use of City facilities. Examples of these activities include public music performances, art exhibitions, cultural, service club, sporting and school events. Recognizing the value of partnering with local organizations and the benefits to the community while still upholding its fiscal responsibilities, the City has established the following policy to direct when fees may be waived or co-sponsorship approved.

**Policy:**

Fees may be waived or reduced when co-sponsored by the City when the City Council makes a determination that the program or event:

1. Is of significant value to the community or to a significant portion of its residents
2. Is within the scope of services normally provided by the City.

Before recommending approval, the City Manager, or his/her designee, will also consider factors including but not limited to:

1. Benefit to the City
2. Proposed event location and time of day.
3. Impact on the surrounding neighborhood, City staff and resources.

While individuals, organizations, agencies, and private enterprises within South Pasadena may qualify for fee waivers or co-sponsorship based on meeting this policy's criteria, the City does not guarantee all requests will be accommodated. The City Council, or its designee, may determine not to provide support, due to lack of adequate funds or other resources, or when the request represents a conflict of interest or is not in the best interest of the City.

Activities specifically prohibited from City co-sponsorship or waiver of fees include those that:

1. Enhance private business
2. Held on behalf of, in support of, or in opposition to any political candidate or ballot measure or advocate a political position.
3. Advocate or promote adult –oriented businesses.
4. Solicit criminal activity. Religious organizations, companies or groups may obtain fee waivers or co-sponsorships if the proposed program, event, or project neither promotes religious messages nor advocates for or promotes religious beliefs.

All resources to be provided by the City in co-sponsorship of an event or program shall be within current funding allocations, and expenditures shall not result in a reduction of other City services. The City Council periodically approves the City Fee Schedule. Fee waivers may be reflected in reduced revenue totals at fiscal year-end.

The City reserves the right to assess all activities at any time to ensure all rules, regulations, conditions of use, City and health and safety laws are not violated. Co-sponsorships and fee waivers can be revoked at any time effective immediately, if the recipient agency or organization fails to comply with this policy or any other local, state or federal regulations.

**Qualifications for those seeking fee waivers or co-sponsorship:**

1. Must be a valid non-profit or community service organization based within the City of South Pasadena (proof of non-profit status is required if applicable);
2. All of the following criteria shall be demonstrated by the applicant:
  - a. Consistent with the City's economic, social, or recreational goals;
  - b. Free and open to the public, unless otherwise authorized by the City Council (or its designee).
  - c. Demonstrate community pride and involvement; and
  - d. Not have a religious or political purpose.

**Co-sponsorship may include fee waiver or reduction for any of the following:**

1. Use of a facility;
2. Temporary Use Permit;
3. Street Banner;
4. Tent Permit;
5. Encroachment Permit; and/or
6. Street Closure and /or traffic control plan.

**Co-sponsorship does not include the following:**

1. Staff costs;
2. Refundable security deposit;
3. Outdoor use of any city equipment such as tables, chairs, Public Address Systems
4. Insurance

**Procedures:**

The following information should be submitted by the non-profit organizations when requesting use of City streets, right-of-ways, and other City properties. The request must be made in writing, at least 60 days prior to event and must include details of the event, including, but not limited to:

1. Name and mailing address of organization making request.
2. City facility, property, or street requested for use.
3. Proof of non-profit status if applicable.
4. Description and purpose of event.
5. Time of event and time access to the site is needed.
6. Proposed street closure or traffic control plan, prepared and stamped by a registered engineer (if applicable); and any and all street closures related to events, must be preapproved, via traffic control plans, by the Public Works Department. Moreover, **no** entity, under any circumstance, other than the City of South Pasadena may execute traffic control plans within the City's Limits. Proper insurance must accompany the Stamped Street Closure Plan for final approval.
7. Concession information, including whether food or drink will be sold.
8. List of equipment that will be brought in for the event;
9. List of event sponsors and their role (if any);
10. A description of the benefits the non-profit will receive and the benefit the City or its residents will receive from the event.
11. Detailed description of any support needed from City staff, including police, fire or public works (NOTE: These costs will be the responsibility of the event organizers. Any hours designated for the set-up of approved nonprofit organization events, during regular business hours, will be at the expense of the nonprofit and must be approved by the City Manager or his/her designee).
12. City equipment and supplies will not be available for use or rent unless the facility that is being used houses these items such as tables and chairs. The following will not be used or

rented for outdoor use: Audio visual, Public Address System, Tables, Chairs, Canopies, or Electrical Outlets. Use of City vehicles for nonprofit organization use is prohibited.

**Alcohol:**

The South Pasadena Municipal Code allows liquor on the premises (wine, beer, whiskey, etc.) under special conditions. Obtain an Alcohol Beverage & Control (ABC) permit by calling the ABC (626) 927-1060. See City Staff for additional info on ABC requirements. Alcohol may not be sold or served to minors. Failure to comply, monitor and enforce this law is grounds for terminating the activity and forfeiting all deposits, fees and co-sponsorship. Injuries caused to any person or damage to City premises, shall be the sole responsibility of the organizations, its sponsor or the adult representative. Alcohol may not be served or sold during set-up time. Service for any alcoholic beverage must end one hour before the time stated on the contract for the event to end. Alcohol is only permitted in the rented facility (Senior Center and War Memorial Building only) Alcohol may not be served or consumed in parking lots, public patio areas, or outside grounds adjacent to rented facility. For Library Community Room, please see the Library Administration for Alcohol Policy. (<http://www.ci.south-pasadena.ca.us/index.aspx?page=261> )

**The following conditions apply once fee waiver and or co-sponsorship is approved:**

1. Appropriate recognition of the City as co-sponsor of or contributor to the event or program will be provided on all promotional materials and at all events and programs. The City Manager or his/her designee must approve promotional materials, the event/program schedule and activities. If the City is not recognized for its contributions to the event/program, the organization could potentially lose future co-sponsorship opportunities with the City. For further clarification see the South Pasadena Municipal Code Chapter 2 Administration, Article I In General, Section 2.6-5 (Adoption of City Seal).
2. No fliers, posters, banners or signage can be placed, posted or distributed on City parks, City facilities, on street pole or on sandwich boards throughout the city without the approval of the City Manager or his/her designee. Street Banner and encroachment permits fees are waived but must be obtained through the City. For further clarification see the South Pasadena Municipal Code Chapter 3 (Advertising).
3. All non-profits must complete a Facility Use Permit with the Recreation Division of Community Services Department. Conditions may be placed on the use to minimize impacts to facilities or costs to the City, or to restore facilities to pre-event conditions.
4. Special Event Insurance can be purchased through the City. If Special Event Insurance is not purchased the organization must adhere to the following: Proof of General Liability Insurance and Endorsements with the City additionally insured as well as a hold harmless agreement will be required for each event with a minimum of \$2 million per occurrence and \$4 million

aggregate. The insurance coverage will be determined on a case by case basis between the City, non-profit organization and Insurance Advisor and will depend largely on the requirement of street closures, serving of alcohol, duration, location and number of participants.

5. A refundable security deposit is required. Deposit amounts are set to ensure proper clean up and cover the City's costs for remediation of any damage or loss. If the full deposit is not accompanied with the Facility Use Permit by the specified date, the facility request shall be cancelled and approval withdrawn. Security Deposits will be refunded within four (4) to six (6) weeks of the event or activity, if standards have been met. Security Deposits will not be waived.
6. Applicants are responsible for payment of the full cost of materials, labor, replacement, repairs, or damages related to the event, project or program, regardless of the amount. If damage occurs and the complete remediation costs the City less than the amount of the deposit, the difference shall be refunded.
7. Secure necessary additional permits, e.g., vendors need business license, from food sales need County Health Department permits, and alcohol use permits.

**City Policy Pertaining to Styrofoam and Plastic Carryout Bags:**

The City prohibits the use and sale of expanded polystyrene food services ware by food providers within the city and in City facilities, City-managed concessions, City sponsored or co-sponsored events, city permitted events and all franchisees, contractor and vendor doing business with the city. (South Pasadena Ordinance No. 2305, SPMC 16.40-.46) The City prohibits the use or distribution of plastic carryout bags at any facility, any event held on City property, or at any City sponsored event. (South Pasadena Ordinance No. 2269, SPMC 16.31-.39).

**Street Banner:**

Street Banners will be hung in accordance with the event which will average two to three weeks prior to the event. Location requests cannot be made as the banner will be hung where another banner is coming down. If the applicant chooses to request a banner location, the banner fee will not be waived. One banner per organization will be hung per event due to the multiple requests received. The City only has four banner locations.

All banners must be delivered to the Public Works Department at the City Yard located at 825 Mission Street (not City Hall) at least four weeks prior to the event and picked up one week after the event from the same location.

No banners will be hung on Fair Oaks Avenue between Thanksgiving and the New Year as City

Holiday decorations will be placed in these two locations.

Street Banner will only be approval for South Pasadena organizations within the List.

The attached “Exhibit A” is a list of current co-sponsored organizations or City committees and events that have been approved in the past. If any new organizations request co-sponsorship by the City, that request will come to the City Council for approval. If an existing organization would like to amend their current request, that request will also be brought to City Council for approval.

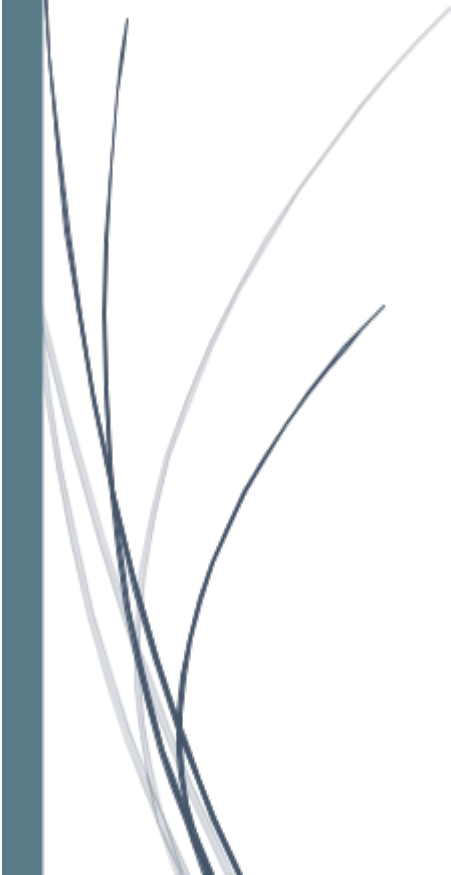
This Policy and list of events and organizations will be approved annually by the City Council.

This Policy is subject to interpretation. The City Council designates the City Manager or his/her designee in conjunction with the Department Head to interpret the Policy when items are not specifically addressed in the Policy.

**Attached: Exhibit A – List of Current Co-Sponsored Organizations or City Committees**



# Senior Citizens' Center Policies & Procedures



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## **POLICY**

It is the policy of South Pasadena Community Services Department to develop policies and procedures to guide staff in implementing programs and a membership program. Policies cover membership, programs, code of conduct, trips, and general applications and agreements.

For purposes of this policy, disabled shall have the same meaning as in section 54 of the California Civil Code and 12926 of the California Government Code.

## **FACILITY LOCATION & HOURS OF OPERATIONS**

The Senior Center opened in 1982. The Senior Services Supervisor is responsible for the day-to-day operations of the Senior Center. The facility serves as a Senior Center during the day and is available for other uses in the late afternoons, evenings and weekends.

The Senior Center is open 8 a.m. to 5 p.m. Monday through Friday. The two classrooms and multipurpose room are used for leisure classes or other activities after 4:30 p.m. as long as it does not interfere with the operations. Seniors have exclusive use of the facility through 4:30 p.m. However, after 4:30 p.m. seniors continue to have use of the multi-purpose room, computer lab, library and lobby area, as well as walk in for requests and information. Programmed activities have a priority of those wishing to lounge and socialize.

## **GENERAL RESPONSIBILITIES OF ALL STAFF**

It is expected that all employees (paid & volunteer) of the City of South Pasadena/Community Services Department represent South Pasadena in a courteous, effective and efficient manner. Senior Services Division staff is expected to:

- a. Serve/assist all persons coming into the Senior Center;
- b. Respond to all requests in a polite, concise, accurate manner;
- c. Respond as a “team player”;
- d. Have complete knowledge of all Senior Center programs;
- e. Be aware of and adhere to City of South Pasadena and Senior Center policies and procedures;
- f. Be clean and professionally attired; and
- g. Refer customers to other departments or agencies as appropriate.

## **ELDER ABUSE**

If any staff member has a reasonable belief that an elderly or disabled person is the victim of physical, mental or financial abuse, then they are to advise the Senior Services Supervisor or Community Services Director, immediately. Staff will notify the appropriate agency for assistance and follow-up, including the South Pasadena Police Department. If physical abuse is occurring in presence of staff, the abuse shall be reported immediately to the Police Department.

h. There are four types of abuse, including:

- Physical Abuse
- Financial Exploitation
- Mental Abuse
- Neglect

i. Key signs:

- Physical appearance (burns, bruises, or signs of malnutrition)
- Behavior changes (apparent fear, withdrawn, depression, or confusion)
- Misuse of finances/assets
- Isolation

## **GUIDELINES FOR SENIOR CENTER MEMBERSHIP AND PARTICIPATION**

Senior Center services, activities and recreational classes are available to any adult age 55 and over, or disabled persons, without regard to race, creed, or religion.

### **Membership Dues**

Membership is encouraged but not required. Dues can be paid by completing an application and returning a check to the Senior Center. An individual membership is \$25.00 and couple membership is \$35.00. Check should be made out, City of South Pasadena.

### **Membership Benefits**

Include a bi-monthly newsletter which is mailed to the individual's residence and enables members to participate in free classes. Use of computer lab, Wii equipment, parking permit, and free classes or lectures (sponsored by Senior Center or Senior Citizens Foundation of South Pasadena, Inc.).

## **CLASSES AND SPECIAL ACTIVITIES**

The Senior Center offers activities such as, but not limited to, Senior Cinema, language classes, Bridge, Computer lab, Wii games and others where little or no supervision is provided for the recreational or educational purpose. Fees are not charged, but membership is required to the Senior Center.

Non-fee senior classes are offered to Senior Center members. Classes are led by volunteers or paid instructors from the community and scheduled within the regular hours of operation. All instructors must complete instructor agreement form.

Fee-based senior classes are open to all adults over 55 years of age, regardless of membership. Revenue sharing percentages follow the City Council approved schedule.

### **Age requirements for outside funding sources**

Some special services have different age restrictions determined by outside funding sources or agencies (i.e., Los Angeles County sponsored flu & pneumonia shots, classes sponsored by Pasadena City College Adult Education, MTA bus pass).

### **Proposed Special and Holiday Senior Luncheons**

Special and or holiday luncheons offered by the South Pasadena Senior Center will have two dates for accepting reservations. The first date will be for residents only. The second date will be for all other senior citizens regardless of residency. All participants will have to be registered with the Center's database in order to verify residence. Reservations will be accepted via telephone and walk-in. Reservations left via voicemail or email will not be accepted.

## **CODE OF CONDUCT IN THE SENIOR CENTER** (amended 2017)

Inappropriate and unacceptable behavior is not tolerated in the Senior Center. Improper behavior is defined, but not limited to:

- a) Physical violence;
- b) Threats of physical violence;
- c) Language and conduct that is obscene, abusive or rude;
- d) Intoxication;
- e) Comments/statements which are deemed racial and/or discriminating;
- f) Bullying – to include, emotional, verbal and/or physical. Such as, subtle methods of intimidation, verbal harassment and/or physical assault perhaps on grounds of race, religion, gender sexuality, political persuasion, ability and or social class.
- g) *No possessing, being under the influence of, or using alcohol or controlled substances on the premises;*
- h) Refusal to obey the Senior Center's rules;
- i) Interference with Senior Center's operations;
- j) Tampering with Senior Center's property;
- k) Theft or destruction of Senior Center's property; and
- l) Smoking where prohibited;
- m) Skateboards, roller skates, and scooters must be in a backpack or sack and left at the front desk;
- n) Verbal, physical abuse or sexual harassment of Center users or staff is prohibited;
- o) No person may sit or lie upon Center furniture or carpeting while wearing clothing that is soiled in a manner that is likely to stain or soil the property or flooring;
- p) A person whose personal hygiene is offensive, including odors, so as to disturb a reasonable person and/or interfere with or impair the ability of other visitors will be asked to leave the premises;
- q) A person having a medical condition that can be contagious and affect those using the facility will be asked to leave the facility and can return with proof of clearance from physician, (An example can be scabies).
- r) Public restrooms are not be used as bathing facilities;
- s) Sleeping bags, bedrolls, blankets, shopping carts are not permitted in the Senior Center or patio area;
- t) Smoking is not permitted inside the facility, in the entryway or in the patios to the Senior Center. Ordinance adopted by City Council 2010.
- u) Exchange of money for any game is considered gambling and is prohibited in the Senior Center.

## **DISCIPLINE PROCEDURE**

1. The Supervisor will first speak to the individual/s violating the code of conduct, and a written warning is issued. *However, persons violating items g), or m) through s) can be asked to leave immediately.*
2. If violations continue the person/s will be suspended from using the Center anywhere from 30-60 days (depending on the violation/s). Suspension will be detailed in writing with date/s and time violations took place. At this point the Community Services Director, City Manager and City Attorney will be informed of what is transpiring.
3. In the event the behavior continues after the suspension, the person/s will no longer be permitted to use the Center.
4. Those not abiding with the above mentioned "Code of Conduct" may be asked to leave the facility. Under certain circumstances individuals can be removed immediately should violations be severe enough, particularly in the case where the safety and/or welfare of the public and/or staff is concerned.

5. The staff has the right to contact the Police Department at any time they are concerned for the safety of the public and or staff.

## **FACILITY RULES AND REGULATIONS**

### **Rental of Senior Center**

The Senior Center is available for private parties on Friday evenings, Saturdays & Sundays. Guidelines and fees are stipulated in the fee schedule adopted by South Pasadena City Council.

### **Scheduling use of rooms**

The Senior Services Supervisor or designee is responsible for scheduling the use of all rooms. Community groups are welcome to use the facility with prior approval from Senior Services Supervisor, as long as the scheduling does not conflict with any Senior Center activity or function. Priority is given to South Pasadena community organizations/groups benefiting seniors. Exceptions can be made by the Supervisor to use facility during the hours of operation if the event is to benefit older adults.

### **Donations to the Senior Center**

Any donations made by local merchants or individuals of food, magazines, books, baked goods, plants, etc., are available to seniors who patronize the South Pasadena Senior Center. Staff is discouraged from taking items until the end of day when all seniors have had an opportunity to enjoy the donations.

### **Senior Citizens' Foundation of South Pasadena, Inc.**

The foundation was founded in December of 2006 and its sole purpose is to serve as a fundraising arm for the Senior Center. On occasion the Foundation will hold events at the Center for fundraising purposes, as well as use the facility to hold quarterly board meetings. Participants of the Senior Center are welcomed to make donations payable to the Foundation when they express interest in making a donation.

### **Telephones**

The office telephones are for Senior Center and Community Services related business, only. The office telephone is available only during an emergency.

### **Facility keys**

Key staff members have keys to the facility. Any community organization will need to make prior arrangements with the Supervisor or designee to arrange availability and return.

### **Posting informational flyers & materials**

On a case-by-case basis permission is granted by the Senior Services Supervisor for materials posted on the bulletin boards at the Senior Center. Placement of posters and any other advertising materials is at the discretion of the Senior Services Supervisor. Community groups and organizations will be permitted to display flyers/brochures at the counter of the facility if they are benefiting older adults. The City and its staff do not endorse or screen any posted information.

### **Lounging and socializing**

The public is welcome to lounge and socialize in the library reading area, and lunch tables so long as the conversations do not interfere with the daily programming. Signs are posted during

lectures/classes asking the public to keep their voices down during programmed activities. Those not abiding by the Center Rules and Regulations are subject to verbal warning and possible suspension from the Center.

### **Use of equipment/furnishings**

The Senior Center copier, fax, computers and telephones are not for general public use. Copies can be made for volunteers instructing senior classes/activities.

Loaning of equipment (i.e. tables and chairs) to community groups or organizations is not allowed unless authorized by the Community Services Director.

### **Display cases/display boards**

Display cases are used strictly at the sole discretion of the Senior Center staff to promote upcoming classes, activities, services, etc.

### **Coffee Area**

A stainless cabinet is made available by the Senior Citizens Foundation as well as the hot/cold Water dispenser for the use of the participants. The supplies are stocked and maintained by the Center. Coffee and tea and condiments are available for a fee adopted by the City Council. Staff has the discretion to raise fees if the supply costs become excessive. However, the majority of the cost is absorbed through Senior Center budget.

### **Animal/Pets**

Animals are not permitted in the facility, except guide and service dogs.

A person with a disability cannot be asked to remove his service animal from the premises unless: (1) the animal is out of control and the animal's owner does not take effective action to control it (example, a dog barks repeatedly during a movie) or (2) the animal poses a direct threat to the health or safety of others. More information is available from [www.ada.gov](http://www.ada.gov) or call (800)514-0301.

## **EXCURSIONS**

South Pasadena Senior Center offers a variety of travel opportunities at a low cost due to funding from Proposition A. All excursions require cash or check payment at the time of registration. All trips meet at the War Memorial Building, located at 435 S. Fair Oaks Ave., South Pasadena.

### **Boarding note**

All persons going on the excursion will be bordered in order of when payment was received. Please be respectful and courteous to ALL volunteers and staff assisting with excursion.

### **Refunds**

No refunds will be given unless 30 days advanced notice, minus the \$10.00 trip fee. will have three days for accepting registrations on specified date, all others will be able on the fourth business day regardless of residency. Participants need to be registered with the Center's database in order to verify residence. Reservations accepted via walk-in with payment made at that time.

## **NUTRITION PROGRAM**

The Nutrition Program is funded in part by the US Department of Housing & Urban Development Program. Each July, Senior Center staff will request an updated CDBG Form in order to maintain accurate information for auditing purposes.

### **On-site meals**

Meals are served weekdays at 11:45 a.m. with advanced reservations. Advanced reservations are held until 12:00 p.m. Cancellations need to be received by 10:00 a.m. or individuals will be billed for the meal.

### **Box lunches**

Box lunches for the weekend and long holidays are available on Fridays with advanced notice.

### **Home Delivered Meals**

Home delivery offers frozen bulk meals for the week (either 5 or 7) meals per box to disabled, frail, or recovering individuals. Deliveries will be Monday, unless otherwise stated. Cost is \$3.00 per meal.

### **Grab & Go Meal**

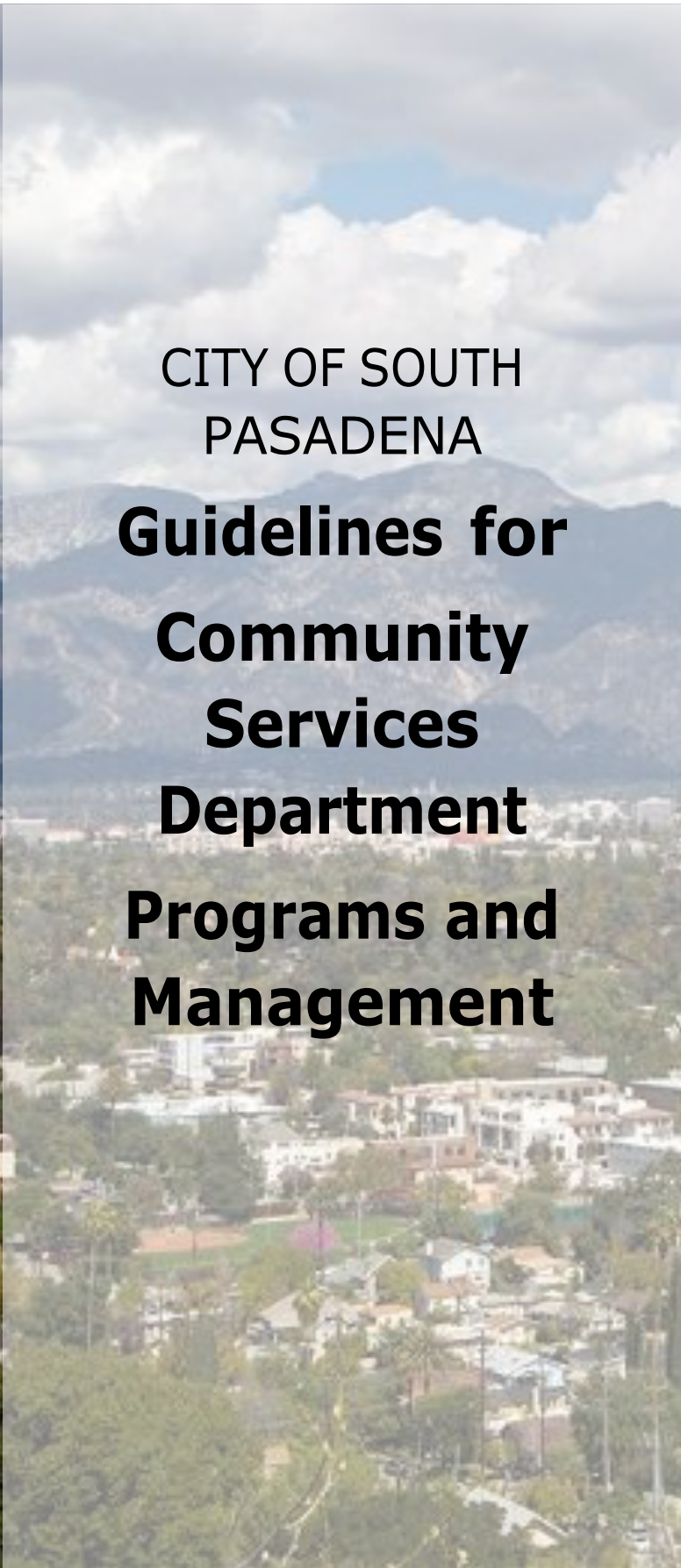
Frozen meals for the week will be available for pick-up on Mondays from 11:30 a.m. to 12:30 p.m. Cost is \$3.00 per meal and payment is due at pick-up.

## **VOLUNTEERS**

Staff continually recruits, develops and trains a cadre of volunteers to assist staff. Volunteer component will be divided into the following categories, but is not limited to the following:

- a. Front Desk/Reception
- b. Nutrition Program – on-site and home delivery
- c. Special Events
- d. Classes
- e. Social Services
- f. Trips & Tours
- g. Monthly newsletter
- h. On-Site Meals
- i. Home Delivery

Note that some volunteer positions require fingerprinting, a copy of DMV printout and proof of automobile insurance.



CITY OF SOUTH  
PASADENA

**Guidelines for  
Community  
Services  
Department  
Programs and  
Management**

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## **Guidelines for Community Services Department Programs and Management**

The Guidelines for the Community Services Department Programs and Management was developed by the Community Services Department and the City Manager's Office. This guide was developed to provide the necessary framework of events, facilities and programs management within the Community Services Department.

Note: This document was formerly named the Community Services Department Policies & Procedures. The Parks and Recreation Commission (Commission) reviewed this Manual at its meeting of January 10, 2022, and recommended approval to the City Council.

### **COMMUNITY SERVICES COMMISSION**

The Commission is composed of seven residents, appointed by the Mayor and ratified by the City Council. The Commission is to provide input on the leisure, recreational, social and cultural needs of the community of South Pasadena. The Commission was established by Ordinance No. 1454 with the primary purpose of gathering information, weighing public opinion, and examining issues in order to make recommendations to the City Council. The Commission meets on the second Monday of each month, in which the public is invited to attend.

## **RECREATION AND SENIOR CLASS PROCESS**

The City offers recreation and senior classes to the public via Independent Contract Instructors. Classes are provided on a fee-based system with some classes offered free of charge. The City produces a quarterly Activity Guide and class schedule.

### **1. CLASS REGISTRATION PROCESS**

**1.1.** The Recreation Division and Senior Division will process all of their own registrations and collect all class fees. Independent Contract Instructors are responsible for ensuring that all participants have registered and paid the necessary fees at the first-class meeting.

**1.1.1. Senior Division:** Classes offered by the Senior Center are ongoing and offered monthly. Two fees are offered – monthly and walk-in.

**1.2.** Participant Registration

**1.2.1. Recreation Division:** On the first day of registration for the season, participants can register for a class by accessing the City's website or by mailing in their registration form and payment. Beginning two (2) weeks after the first day of registration, participants may also register by phone or by walking their registration in. The Community Services Department accepts exact cash, checks, and credit cards (subject to a credit card processing fee).

**1.2.2. Senior Division:** Activity/Registration form is completed once per month for all senior citizen classes. Senior Center staff is responsible for ensuring that all participants have registered and paid the necessary fees by the first-class meeting. Participants register at the South Pasadena Senior Center or by sending in form and payment. The Community Services Department accepts exact cash, checks, and credit cards (subject to a credit card processing fee).

**1.3.** Participant Refunds, Credits, and Transfers

**1.3.1. Recreation and Senior Divisions:** Refunds, credits, and transfers must be requested and approved before the first-class date. No refunds, credits, or transfers will be issued after the first class. Refunds will be issued less an administrative fee, for each class a refund is requested. Proration will be determined on a case-by-case basis, at the discretion of the Community Services Department. Refunds take four to six weeks to process and receive.

**1.3.2. Specialty Camp Refunds:** The Recreation Division coordinates week-long specialty camps for the community. These camps are fee-based and must be paid in full at the time of registration. Refund requests will be assessed an administrative fee if made over 21 calendar days prior to the start of camp. Refunds will not be issued for cancellations requested within 21 calendar days prior to the start of camp.

**1.4. Program Visitors:** The Independent Contract Instructor or the City may grant requests from potential participants to visit a class prior to registration, depending on the nature of the activity, for no charge. Only one visitation is allowed per customer per class. Participant siblings are allowed to observe and/or participate in the activity. All siblings must be registered in advance based upon the prerequisites of the activity.

**1.4.1.** Program visitors are only allowed to observe the class or activity, and are not permitted to actively engage or interact with any participant in the activity without registering.

### **2. INDEPENDENT CONTRACT INSTRUCTOR PROCESS**

**2.1. Fingerprint Clearance and Background Checks:** As a condition of the Independent Contract Instructor Agreement, the City of South Pasadena requires that all Independent Contract Instructors and Instructor Assistants submit to fingerprinting and Department of Justice (DOJ) criminal background screening prior to any teaching activities with the City. This DOJ screening confirms that the Independent Contract Instructor or their Assistants have no criminal convictions. Any Independent Contract Instructor or Assistant will not be allowed to teach activity without clearance or completion of this check.

- 2.1.1. If the Independent Contract Instructor has several employees then, prior to the first day of an activity, the Independent Contract Instructor must certify, in writing to the City, that said employees have been fingerprinted, at the Contractor's expense, and have passed a DOJ background check.
- 2.2. Liability and Other Insurance:** The City does not, in any way, provide Liability Insurance coverage for Independent Contract Instructors. If, at the discretion of the Community Services Department, insurance is deemed necessary, a \$2,000,000 Liability Certificate of Insurance must be filed, by the Independent Contract Instructor, with the Community Services Department one week prior to the first day of class.
- 2.2.1. The following terminology must appear on the description, "The City of South Pasadena, including its Officers, Elected Officials, Agents, and Employees are named Additional Insured."
- 2.2.2. If the Independent Contract Instructor has employees, the Independent Contract Instructor is also required to provide the City with verification of Worker's Compensation Insurance, as required by California Labor Code 3700 et seq.
- 2.2.3. If the Independent Contract Instructor is offering classes to minors, sexual abuse and molestation clause must be included on the Certificate of Insurance.
- 2.3. Income Tax Reporting:** All Independent Contract Instructors will be required to complete a W-9 form. Independent Contract Instructors are not considered City employees, and therefore, are not eligible for City benefits. It is the Independent Contract Instructor's responsibility to pay all income taxes, as the City of South Pasadena does not withhold State or Federal Income Tax, but does report earnings to the IRS through Form 1099.
- 2.4. Compensation:** Independent Contract Instructors establish the class fees required from each participant.
- 2.4.1. Recreation Division Contract Instructors receive 65% of the class fees. The remaining 35% payment is retained by the Community Services Department.
- 2.4.2. Senior Division Contract Instructors receive 80% of the class fees. The remaining 20% payment is retained by the Community Services Department.
- 2.4.3. The Community Services Director reserves the right to use discretion to adjust these amounts. These funds are needed by the City to offset costs associated with providing the following:
- The location/facility for classes, including general maintenance and utility costs;
  - The processing of all class registrations, collection of fees and paying instructors;
  - Administering all agreements with instructors and processing insurance;
  - Providing the necessary staff to set up and monitor classes;
  - Marketing of classes.
- 2.4.4. Recreation Division payments will be processed after the class, for activities that will meet only once, or after the final class meeting, for classes with multiple meetings. Payments can take four to six weeks to process.
- 2.4.5. Senior Division payment are processed at the end of each month.
- 2.4.6. The City of South Pasadena shall also not be liable for compensation of the Independent Contract Instructor for the remainder of the Independent Contract Instructor Agreement should be cancelled. If the City terminates the Independent Contract Instructor Agreement during a session, the Independent Contract Instructor's payment for services provided will be on a prorated basis.
- 2.5. Class Cancellation:** No less than two (2) business days prior to the first meeting of the class, the Independent Contract Instructor has the option of cancelling their class if it does not meet the minimum required number of registrations.
- 2.5.1. The Community Services Department will notify participants of class cancellations if cancelled by the department. Otherwise, the instructor is responsible for directly contacting students/parents, by phone call, of all other cancellations.

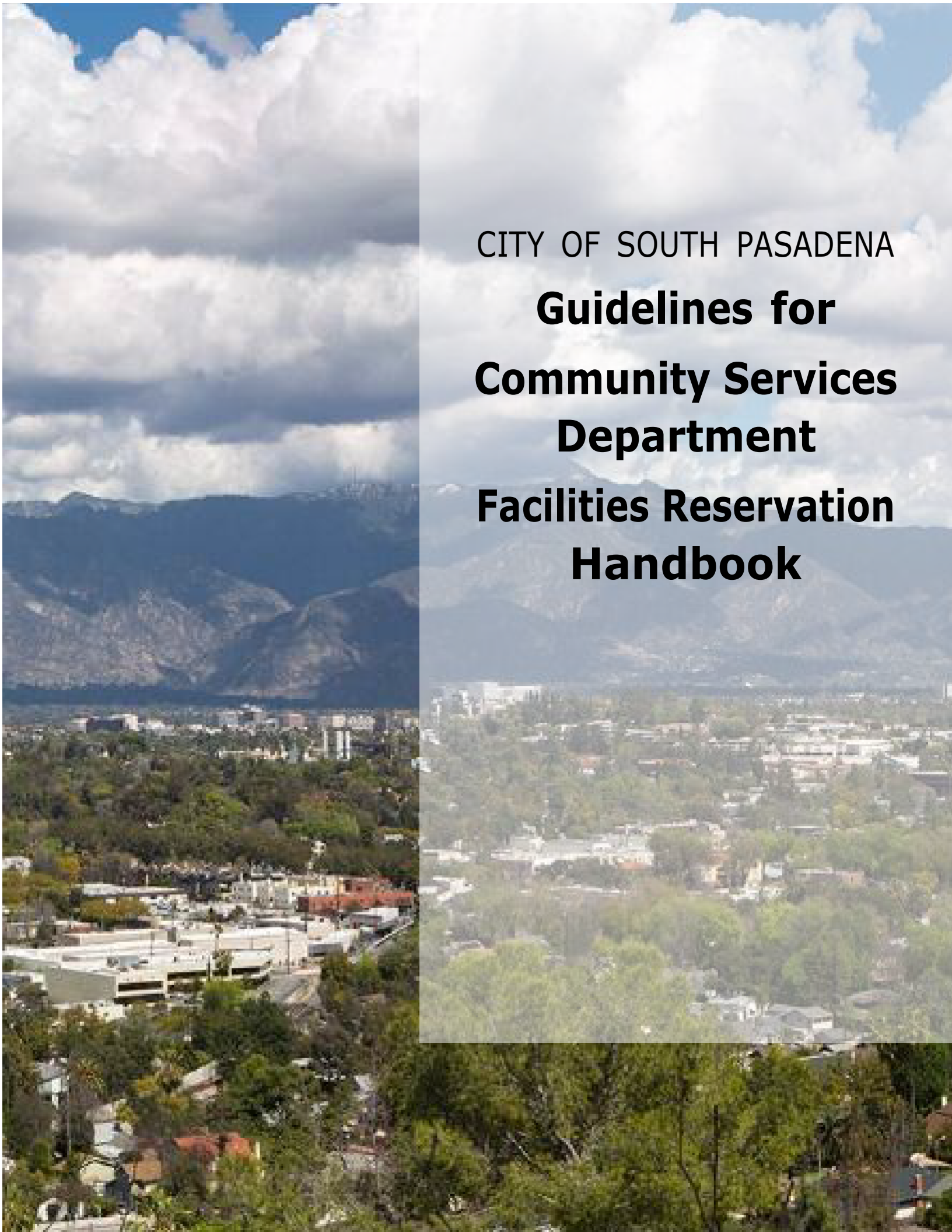
- 2.6. City Facilities (Recreation Division):** Subject to availability, the Independent Contract Instructor has the option of utilizing a City facility.
- 2.6.1.** Staff is responsible to assuring that in the Community Room doors are locked, furniture is returned to original location and restrooms are locked up.
- 2.6.2.** Keys: Recreation Division does not issue keys to instructors.
- 2.7. City Facilities (Senior Division):** Senior Center staff assists with the setup of all Senior Center Classes offered. Two locations are utilized for Senior Center classes, the South Pasadena Senior Center and the Library Community Room.
- 2.7.1.** Staff is responsible to assuring that in the Community Room doors are locked, furniture is returned to original location and restrooms are locked up.
- 2.7.2.** Keys: Senior Center does not issue keys to instructors.
- 2.8. Professional Standards:** Independent Contract Instructors and their assistants must conduct themselves in a professional manner; this includes dressing and speaking professionally, and supporting the City of South Pasadena's processes and decisions. Independent Contract Instructors are to maintain a professional relationship with participants and parents or guardians of minor participants at all times.
- 2.8.1. Course/Activity Cancellation:** If, during a class session, the Independent Contract Instructor must cancel a class meeting, the Community Services Department must be contacted during office hours, no less than four (4) hours prior to the start of the next class meeting. The instructor is responsible for notifying registrants that the class meeting has been cancelled.
- 2.8.2. Releasing of Minors:** At the end of a class meeting, the Independent Contract Instructor shall not release minors to anyone other than the authorized parent, guardian, or to an individual authorized by the parent or guardian. The Independent Contract Instructor shall remain on site until all participants have left the facility. If the instructor is not able to stay with the minor they must first call the responsible adult listed on the class roster. If no parent or guardian is reached, call the Community Services Department. Otherwise, the instructor shall call the South Pasadena Police Department and have an officer take custody of the minor until an authorized parent or guardian arrives.
- 2.8.3. Discrimination and Harassment:** The City does not tolerate any form or type of discrimination and harassment by, among, or to its representatives. Discrimination and harassment can be defined as any behavior that is disrespectful and causes discomfort to another person, be it physical, verbal, visual, or sexual. Independent Contract Instructors and their assistants are responsible for their own actions/conduct and that of the class participants, and must never engage in discrimination or harassment because of an individual's protected classification.
- 2.8.4. Mandated Reporting (Child):** Independent Contract Instructors and their assistants are considered Mandated Reporters under the "California Child Abuse and Neglect Reporting Law". If the Independent Contract Instructor or their assistant has knowledge of or observes a child whom he or she suspects has been the victim of child abuse or neglect a report must be filed with Child Protective Services or the South Pasadena Police Department immediately. Types of reportable situations may include, but are not limited to, any type of possible physical injury, suspected sexual abuse or exploitation, willful cruelty or unjustified punishment, unlawful corporal punishment, neglect (severe or general), or abuse in an Out-of-Home Care (e.g. daycare).
- 2.8.5. Mandated Reporting (Elder):** Independent Contract Instructors and their assistants are considered Mandated Reporters under the "Elder Abuse and Dependent Adult Civil Protection Act". If the Independent Contract Instructor or their assistant has knowledge, reasonably suspects, those types of elder or dependent adult abuse have been inflicted upon an elder or dependent adult, or his or her emotional well-being is endangered in any other way, a report must be filed with Adult Protective Services or the South Pasadena Police Department immediately. Types of reportable situations may include, but are not limited to, any type of possible physical abuse, neglect, financial abuse, abandonment, isolation, abduction, or other treatment, resulting in physical harm or mental suffering. The

deprivation by a care custodian of goods or services that are necessary to avoid physical or mental harm is also considered a reportable offense.

**2.8.6. Termination of Independent Contract Instructor Agreement:** The City of South Pasadena reserves the right not to renew an Independent Contract Instructor's Agreement for any reason. Grounds for immediate termination of the Independent Contract Instructor Agreement may include, but are not limited to verbal and/or physical abuse, actions that may cause injury to another, and/or being under the influence of drugs or alcohol while teaching.

### **3. SPECIAL EVENT TICKET REFUND PROCESS**

**3.1.** The Community Services Department hosts various special ticketed events for the community, including but not limited to: Breakfast with Santa, and Eggstravaganza. All special event ticket sales are final. No refunds or exchanges will be granted for any fee-based Community Services Special Event.



CITY OF SOUTH PASADENA  
**Guidelines for  
Community Services  
Department  
Facilities Reservation  
Handbook**

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## **GUIDELINES FOR COMMUNITY SERVICES DEPARTMENT FACILITIES RESERVATIONS**

The Guidelines for the Community Services Department Facilities Reservation was developed by the Community Services Department and the City Manager's Office. This guide was developed to provide the necessary framework of events, facilities and programs management within the Community Services Department.

Note: This document was formerly named the Community Services Department Policies & Procedures. The Parks and Recreation Commission (Commission) reviewed this Manual at its meeting of January 10, 2022, and recommended approval to the City Council.

### **COMMUNITY SERVICES COMMISSION**

The Commission is composed of seven residents, appointed by the Mayor and ratified by the City Council. The Commission is to provide input on the leisure, recreational, social and cultural needs of the community of South Pasadena. The Commission was established by Ordinance No. 1454 with the primary purpose of gathering information, weighing public opinion, and examining issues in order to make recommendations to the City Council. The Commission meets on the second Monday of each month, in which the public is invited to attend.

### **COMMUNITY SERVICES DEPARTMENT**

Community Services Department staff is responsible to City Management for the administration of the City's community services programs and facilities. The Community Services Director, as the Liaison to the Commission, provides staff recommendations for direction through the City Manager to the Commission and City Council.

### **GENERAL STATEMENT**

The City of South Pasadena Community Services Department coordinates the use of all City park and community facilities available to organizations and the general public for leisure, recreational, social, and cultural activities and programs. The Community Services Director, on behalf of the City, reserves the right to revoke or terminate a facility use permit; park reservation; field use permit; or class registration of any individual or organization in violation of this Manual. This termination shall be in writing and reviewed by the Community Services Director.

The City may also charge a fee to offset public expenses to operate, maintain, supervise and administer the use of the park and community facilities. The increased demand for the use of limited park and community facilities makes it necessary to emphasize sharing in the use of facilities. In the event there is a need to make administrative changes or modify requirements to address facility use needs, the Community Services Director shall have such authority.

The Commission and the Community Services Department will evaluate the effectiveness of this guide periodically and make recommendations for changes to the City Council, as needed.



# **ATHLETIC FIELD AND PARK PROCESS**

## **1. CITY-OWNED PARKS**

Unless otherwise specified, South Pasadena public parks are open daily from 5:00 a.m. to 10:00 p.m. (SPMC Section 21.2)

Arroyo Park	Stoney Drive (at San Pasqual) and Lohman Lane: BBQ and picnic areas, playground, five lighted baseball diamonds, four lighted soccer fields, skate park, batting cages, golf course, miniature golf, driving range, horse stables, Arroyo Seco Woodland and Wildlife Park, tennis and racquetball center. Public restrooms available at the park.
Community Garden	1028 Magnolia Street: a shared garden space with plots available for use pursuant to Los Angeles Community Garden Council Agreement with the City of South Pasadena. Public restrooms are not available.
Demonstration Garden	1028 Magnolia Street: fronts the Community Garden with a shade structure, picnic table, and bench. The space demonstrates water conservation strategies with various drought tolerant, native plants and trees, as well as other landscape improvements. Public restrooms are not available.
Dog Park	650 Stoney Drive (at Lohman Lane): a half-acre park for dogs to exercise and play off-leash. The park is split into two areas for small and large dogs. Public restrooms available via Port-O-Potty.
Eddie Park	2017 Edgewood Drive (at Cheltenham Way): an open grassy area, playground and Eddie Park House. Public restrooms are not available.
Garfield Park	Mission Street (at Marengo Avenue): BBQ and picnic areas, playground, two lighted tennis courts, a rose garden, Children's Memorial and Healing Garden, and Youth House. Public restrooms available at the park.
Library Park	1100 Oxley Street (at Fairview Avenue): a passive neighborhood park with benches, a meandering walking path amongst mature shady trees. It is also home to the City's Senior Center and Public Library. Public restrooms are not available.
Orange Grove Park	815 Missions Street (at Orange Grove Avenue): a picnic area, one lighted softball field, lighted soccer field, two lighted tennis courts with pickle ball lines, and a playground. The City's Recreation Center is located at the park, which provides a venue for after school day care, summer camp, and other recreational programs. Public restrooms are not available.
War Memorial Park	435 Fair Oaks Avenue: formerly called Oak Lawn Park, home to the War Memorial Building. The grassy area is filled with large Sequoia and Oak trees. Public restrooms are not available.
Passive Parks	Minimally developed spaces that are maintained by the City for the health and well-being of the public, where the quality of the environment and "naturalness" of the area are the focus of the recreational experience. Public restrooms are not available. <ul style="list-style-type: none"><li>• Berkshire Pocket Park</li><li>• Grevelia Pocket Park</li></ul>

- Heritage Park (Meridian Avenue, at the Gold Line Station)
- Camden Parkway
- Via Del Rey and Monterey Road
- Via Del Rey and Camino Verde

**2. ATHLETIC FACILITIES (All are lighted)**

Park	Softball	Soccer	Tennis	Baseball
Arroyo Park	1	4	0	5
Eddie Park	0	0	0	0
Garfield Park	0	0	2	0
Orange Grove Park	1	1	2	0
Library Park	0	0	0	0
War Memorial Park	0	0	0	0

**3. QUALIFYING USER GROUPS (In descending order of priority)**

- Group A: City Council and City Departments that conduct activities directly sponsored by the City of South Pasadena.
- Group B: South Pasadena-based non-profits who meet the requirement of 50% of whose participants live, work, or attend school in the City of South Pasadena, and are certified non-profit, youth and adult athletic organizations, civic services, educational, or fraternal organizations who conduct community events, and/or programs open to the general public. Proof of non-profit status must be submitted and on file prior to scheduled use. The Community Services Director shall have the authority to determine compliance with the 50% requirement, subject to approval by the Parks and Recreation Commission, based on any relevant factors including participation of South Pasadena residents, historical use, and use of fields in other cities.
- Group C: South Pasadena-based non-profits that do not meet the requirement of 50% whose participants live, work, or attend school in the City of South Pasadena, and are certificated non-profit, youth and adult athletic organizations, civic service; educational or fraternal organizations who conduct community events and/or programs open to the general public. Proof of non-profit status must be submitted and on file prior to schedule use.
- Group D: Residents of South Pasadena holding functions and/or activities not open to the general public, but are non-profit.
- Group E: South Pasadena-based commercial, industrial or professional groups, using the facility for a non-profit purpose.
- Group F: All other users.

**4. ATHLETIC FIELDS ALLOCATION PROCESS**

- 4.1. Allocation of dates, times, and areas is subject to the sole control of the City.
  - 4.1.1. Approved applications may be changed as needed by the City due to weather or hazardous situations to maintain that the parks and fields stay in good and safe condition.
- 4.2. The number of players and teams will be a factor in allotting facilities.
- 4.3. The nature and conditions of the fields will be a factor in allotting facilities.
- 4.4. Lights will only be allocated to those user groups who rent the field.

- 4.5. Any changes or additions to assignments must be submitted in writing and approved by the Community Services Director.

## **5. ATHLETIC FIELDS RESERVATION PROCESS**

- 5.1. Occasional or periodic users must request use of a field by submitting a Request for Facility Use Form to the Community Services Department for review and consideration. Occasional or periodic users are defined as requests for use, which is less than two consecutive months in duration. The Community Services Director will approve or deny these requests.
- 5.2. Users requesting league or ongoing use (over two months) of City athletic fields must submit a Request for Facility Use Form to the Community Services Department for review and consideration at least five (5) months prior to beginning of use. The form must be signed by the president or other appropriate representative from the board or leadership of the organization.
- 5.3. Requests for league play or ongoing scheduled use of athletic facilities (over two months) will be reviewed and assigned or declined as soon as possible. These requests will be reviewed by the Community Services Department and the Community Services Commission. If the request is approved, then a facility organizational meeting will be held between appropriate City staff and the requesting organization to review field use processes.
- 5.4. In order to streamline the approval process, the Community Services Commission considers applications twice a year. Summer and Fall season applications must be submitted to the Community Services Director by the end of April. Winter and Spring season applications must be submitted by the end of November.
- 5.5. No user group will be given approval until the following items are submitted. These items must be submitted at least two (2) weeks prior to use. If documents are not submitted, the City may withhold use of fields:
  - 5.5.1. Complete list of names, address and telephone numbers of the current Board of Directors or other responsible persons.
  - 5.5.2. Proof of current non-profit status with the Internal Revenue Services and State of California as appropriate.
  - 5.5.3. Master calendar of events to include: Registration dates, tryouts (date, time, place), team selection date, number of teams, practice schedule, date practice begins, opening day schedule, game schedule, date league games begin, date league games end, and date of local tournaments.
  - 5.5.4. South Pasadena-based non-profit sports organizations scheduling seasonal use of facilities are required to submit a full listing of all participants by team. The listing should include the name of each participant, address, city of residence, city of participants' work or school, and phone number. The City will randomly select a number of teams for review to ensure compliance to the 50% live, work, or attend school in the City of South Pasadena requirement for participants.
  - 5.5.5. One copy of the Certificate of Insurance listing the City of South Pasadena as additional insured.
  - 5.5.6. All deposits as required.
- 5.6. Storage facilities may be made available free of charge to local seasonal user groups.
- 5.7. All users granted use of storage facilities must store all equipment neatly.
- 5.8. Upon conclusion of seasonal play, all equipment must be removed within fourteen (14) days or a clean-up fee, based on actual expense incurred and overhead will be charged. Some equipment may be stored throughout the year with the approval of the Community Services Director.
- 5.9. Equipment stored in the facility is not the responsibility of the City. Unnecessary equipment stored in the facility may be removed at the user group's expense.

- 5.10. Concession Stand and Storage Facilities:** Use of existing facilities for concessions and storage shall be subject to the approval of the Community Services Director.
- 5.11. Restrooms/Fields:** Facilities must be cleaned of litter and debris immediately following the scheduled use, or a cleanup fee, based on actual expenses incurred and overhead will be charged.
- 5.12. Athletic Field Lining and Marking:** All lining/marketing of athletic fields must be done with prior approval of the Community Services Department. Any user failing to comply with established guidelines and notification is subject to invoicing for all damages occurring to fields and termination of facility use permit.
- 5.13. Insurance:** When the user group is involved in sporting/hazardous events, the user shall obtain and keep in full force and effect, at the user's sole cost, for the mutual benefit of City and user, the appropriate insurance certificate as required by the City.
- 5.14. Traffic and Parking:** The user group will be considerate to those residents living adjacent to fields and advise participants and spectators to obey all parking laws concerning parking near and around fields. No vehicles will be allowed on City property without written permission.
- 5.15. Public Address System Use Process:** Sound amplification equipment will be allowed in City parks, but limited to public address systems, stereo equipment, stationary and portable components and bull horns, subject to the review and prior approval of the Community Services Director.
- 5.16. Maintenance:** All maintenance such as field preparation, lining of the fields, marking of the fields and installation of goal posts will be performed by user assigned to the facility with prior approval of the Community Services Department. Each user is responsible for the facility being free of trash or debris caused by group usage upon conclusion of each day's use. Users are required to report any damage or acts of vandalism to the Community Services Department immediately.
- 5.17. Modifications to Park Fields and Facilities:** Any request to modify or improve City facilities shall be submitted for approval to the Community Services Director, Commission, and City Council as appropriate.
- 5.18. Closure of Fields:** Arroyo Park and Orange Grove Park will be scheduled for closure and rehabilitation each year to allow for recovery due to heavy usage. The dates and times of closure to be determined by the Community Services Department and Public Works Department, with approval from the Parks and Recreation Commission.
- 5.19.** There will be no use of City athletic fields when facilities are unplayable due to rain or other conditions. City staff will make the decision for use during or after rain or other event. Any user failing to comply with a decision to postpone use is subject to invoicing for all damages occurring to the field and termination of facility use permit.

## **6. ATHLETIC FIELD FEES**

### **6.1. Athletic Field Fees**

- 6.1.1. South Pasadena-based non-profits:** All South Pasadena-based non-profit organizations that meet the requirement that 50% of their participants live, work, or attend school in the City of South Pasadena, and are authorized non-profit youth and adult sports groups, civic, educational, and fraternal organizations will be charged the rate indicated on the current fee schedule. The Community Services Director has the authority to negotiate for field improvements or other benefits from users for the use of fields. The Community Services Director shall have the authority to determine compliance with the 50% requirement, subject to approval by the Parks and Recreation Commission, based on any relevant factors including participation of South Pasadena residents, historical use, and use of fields in other cities.

**6.1.2.** South Pasadena-based non-profits: South Pasadena-based non-profit organizations that do not meet the requirement that 50% of their participants live, work, or attend school in the City of South Pasadena, and are authorized non-profit youth and adult sports groups, civic, educational and fraternal organizations will be charged the rate indicated on the current fee schedule. The Community Services Director has the authority to negotiate for field improvements or other benefits from users for the use of the fields.

**6.1.3.** All Others: All others including individual users, for profit and non-South Pasadena-based non-profit groups will be charged for the reserved use of the fields at the flat hourly rate. See the Fee Schedule for the current rate.

**6.2.** Athletic Field Light Fees

**6.2.1.** South Pasadena-based non-profit organizations that meet the requirement that 50% of their participants live, work, or attend school in the City of South Pasadena, and are authorized non-profit youth and adult sports groups, civic, educational, service and fraternal organizations, will be allowed to use lights. If the South Pasadena-based non-profit group received a fee waiver for the use of the field, then the user group will also receive a fee waiver for the use of the lights (Orange Grove, Arroyo North, and Arroyo South).

**6.2.2.** All for profit and non-South Pasadena-based organizations or occasional individual users will be charged for the use of lighted facilities at an hourly rate in addition to the hourly field rate at the discretion of the Community Services Director. See the Fee Schedule for current rate.

## **PARK AND PICNIC AREA RESERVATION PROCESS**

The City of South Pasadena has three beautiful parks with covered picnic areas. The picnic areas are available for group reservations and use. See the Fee Schedule for current rate.

### **7. PARK PICNIC AREAS**

- 7.1. Any person or group wishing to reserve picnic facilities must submit a Park Reservation Application to the Community Services Department at least two (2) weeks prior to the event. The Application must include the name of the responsible individual or organization, along with the date, time, park area to be used and number of people expected to be in attendance. The reservation is subject to approval of the Community Services Department on a first come, first served basis.
- 7.2. A refundable clean-up deposit of \$50 may be required for groups over 50 persons who make a reservation.
- 7.3. In the event of rain, full refunds or re-booking are granted. Park cancellations requesting a refund will be given a 50% refund if the cancellation is made at least seven (7) days prior to the reservation. No refunds will be granted within seven (7) days of the reservation. There is no penalty to re-book the park reservation to another date as long as it is re-booked seven (7) days prior to the reservation.
- 7.4. All groups using City picnic areas are responsible for all necessary clean up following their use.
- 7.5. It is unlawful for any person to make any campfire or hold any barbecue in any other place in the park than in stoves or pits provided by the Community Services Department (SPMC Section 21.6).

### **8. OVERNIGHT USE OF PARKS**

Permits are required for overnight use. The Community Services Director, as a representative of the City Manager, may authorize overnight use of parks (SPMC Section 21.10).

### **9. LARGE GROUP RESERVATIONS**

Events planned for outside of the designated park picnic areas that require significant set-up and gathering of over 100 people will not be allowed. The exception to the rule is local established non-profit groups with priority given to South Pasadena non-profits approved through the City's Co-Sponsorship Policy.

### **10. CARNIVAL DEVICES**

- 10.1. The following carnival devices are not allowed in any South Pasadena public park:
  - 10.1.1. Dunk tanks, booths, or machines, which generally consist of a large tank of water over which a seat is suspended.
  - 10.1.2. Inflatable recreational structures including, without limitation, inflatables, interactive structures or equipment commonly used for jumping, bounding, sliding, riding, or as apparatus for sports and recreational activities.
  - 10.1.3. Other similar temporary attractions including, without limitation, structures containing live animals, petting zoos, climbing walls, and slides.
- 10.2. The Community Services Director, or designee, may allow the use of the attractions otherwise prohibited by this section for City purposes including, without limitation, the City's own recreation programming (SPMC Section 21.25).

## **FACILITY RENTAL PROCESS**

City of South Pasadena makes its facilities available to the public for activities and programs that meet the needs and interests of the community. The City has established rental fees and services to cover costs related to maintenance, utilities, supervision, and other costs. The Community Services Director may enter into ongoing user agreements with the review and approval of the City Manager.

### **11. CITY OWNED FACILITIES**

War Memorial Building	435 Fair Oaks Avenue
Senior Center	1102 Oxley Street
Eddie Park House	2017 Edgewood Drive
Orange Grove Mid-Level	815 Mission Street
Garfield Park Youth House	625 ½ Stratford Avenue

- 11.1.** The current cost for the rental of the following facilities is found in the Fee Schedule. The following guide provides the necessary framework for the use of the City-owned facilities. The Eddie Park House and the Garfield Park Youth House are not available for reservations on Sundays.
- 11.2. Identification of Users:** Any individual or group utilizing City facilities will be classified in one of the following priority groups. These classifications are necessary to establish: 1) priority of use, 2) applicability of fees, and 3) what, if any, these fees will be.
- 11.2.1. City Uses:** City Council, City Departments, City-sponsored Commissions or Committees, or City co-sponsored meetings/seminars/conferences.
- 11.2.2. Non-profits:** All designated non-profits. The Community Services Department will determine eligibility as a non-profit. On-going users will be assessed a fee per the Fee Schedule. All meetings must be open to the general public at no charge. If use is required on weekends or City-observed holidays, a fee may be charged for staff hours required to open, close and monitor facility. All events which are closed to the general public or for which there is any type of charge, either for admission or by donation, will be charged according to the current Fee Schedule. Such events would include fundraisers, award ceremonies and banquets.
- 11.2.3. Individuals:** Functions and activities which are not open to the general public and which are not profit-oriented.
- 11.2.4. Businesses:** All commercial and business uses.
- 11.3. Prime Time:** Rental fees are listed for each facility based on weekday and prime-time uses. Prime-time is defined as Friday at 3:00 p.m. to Sunday through 9:00 p.m.
- 11.4. Rental Rates Include:** Use of available tables and chairs, as arranged through the Community Services Department at time of confirmation. The user may be required to enter into a Use Agreement with the City.
- 11.5.** A cleaning/security deposit is required for all and is not applied toward the rental fee. Deposits are paid at time of reservations and are refundable after the facility and/or equipment is found to be in satisfactory condition as determined by Community Services staff, and the facility is vacated by all guests, rental party, caterer, etc. at the scheduled reservation end time. Users are responsible for any and all damages to City property or for the loss of property. Repair, replacement, and cleaning costs are based on actual expenses and normal City overhead. Deposits are generally refunded within 3-5 weeks.
- 11.5.1. Overtime Fee:** Failure to vacate the facility will result in loss of the full deposit.
- 11.6.** General clean-up is the user's responsibility. The failure to meet and comply with the terms and conditions of the Use Agreement may result in the loss of the full deposit. All personal/rental items are to be removed from the facility, storage is not provided. Required deposits are noted on the Fee Schedule.
- 11.7.** The user shall obtain, and keep in full force, at user's expense, for the mutual benefit of City and user, insurance as determined by the City's current requirements. Certificates are subject to review and approval by the City.

- 11.8. Alcohol Requirements** (Alcohol is only allowed at the War Memorial Building & Senior Center). While the City of South Pasadena permits alcohol to be served at rented facilities, appropriate restraint must be used by both those serving alcohol and by guests consuming alcohol to ensure the safety of property and all participants. Per ABC license requirements, any individual serving alcohol must complete a California Responsible Beverage Service Training (RBS).
- 11.8.1. Complimentary Alcohol Service:** Clients who will be serving complimentary liquor (i.e., hosted bar, wine service with meal) must provide insurance coverage as determined by the City's current requirements as well as an RBS training certificate. To obtain the certificate please visit <https://www.statefoodsafety.com/alcohol-server/california-alcohol-certification>.
- 11.8.2. Selling Alcohol:** Any client who will be selling Alcohol (i.e., cash bar, dinner and drinks for a fee) is required to provide insurance as determined by the City's current requirements. A copy of the ABC License must be provided to the City within three (3) working days of the event. Any questions as to the need for and requirements of obtaining the appropriate ABC license(s) should be directed to the ABC.
- 11.8.3.** Alcohol may not be served or sold during set-up time or prior to the arrival of assigned staff. Service of any alcoholic beverages must end one hour before the time slated on the contract for the event to end.
- 11.8.4.** Alcohol may not be sold or served to minors. Failure to comply, monitor, and enforce this law is grounds for terminating the activity and forfeiting all deposits and fees. Injuries caused to any person or damage to City property as a result of alcoholic beverages being served and/or consumed by a minor, on City premises, shall be the sole responsibility of the organization, its sponsor, or the adult representative.
- 11.8.5.** Alcohol is only permitted in the rented facility. Alcohol may not be served or consumed in parking lots, public patio areas, or outside grounds immediately adjacent to rented facility. All exceptions must receive prior approval of the Community Services Director.
- 11.8.6.** Additional staff is required at all events at which alcohol is served or sold. Cost of the additional staff is the responsibility of the user and is arranged through Community Services staff. Fees for additional staff are included on the **attached** Fee Schedule. If the South Pasadena Police Department is called out to an event, then the costs associated with the response may be charged to the user.
- 11.9.** Inspection and permits by the Fire Department to assure compliance with Public Assembly Regulations may be required at the user's expense. User representative must be present during such inspection. User will be billed directly by the Fire Department. Persons will not be permitted inside any facility in excess of the established capacity of that facility.
- 11.10.** No ongoing fee use shall be granted for a period exceeding six months to avoid a monopoly by any person(s) or organization(s). The Community Services Director may approve and disapprove any ongoing uses as appropriate.
- 11.11.** Community Services Department shall have the right to assign or reassign meeting rooms as appropriate, based on nature of event, estimated number of participants, etc.
- 11.12.** Reservations may be revoked at any time whenever there has been a violation of approved contract and will result in loss of deposit and fees.
- 11.13.** City equipment shall not be removed from any facility.
- 11.14.** Smoking and vaping is prohibited in City facilities (SPMC Section 17.56). **(Add vaping section)**
- 11.15.** All established fees have been reviewed and approved by the City Council. Any exceptions or special requests not covered in this manual must be submitted in writing to the Community Services Director and approved by the City Manager.
- 11.16.** The rental reservation must be completed at least thirty (30) days in advance of reserved date. A reservation constitutes an agreement between the User and the City of South Pasadena. Agreements will include, by reference, all terms and conditions. All applications must be signed by an authorized adult representative of user organization or private party.



- 11.17.** No reservation is confirmed until all fees, deposits, permits/licenses, and insurance are obtained and paid in full at least thirty (30) days prior to the use date. If the contract as stated in this Manual are not adhered to, any reservation may be cancelled immediately upon notice to the client. Fee(s) paid may not be refunded. Cancellation of a rental or changing of a confirmed date will result in a loss of security deposit. If facility can be rebooked with, a comparable rental (one equal or greater in size) then 75% of the client's deposit will be returned. Cancellation thirty (30) days or less prior to an event will result in the loss of any rental fees paid, in addition to the deposit.
- 11.18.** Decorations require prior approval by Community Services Staff and must not damage the facility or City property. Hanging of items with tape, nails, or tacks on the walls of facilities is not permitted. No burning candles or fog/bubble/foam machines are allowed in City facilities. No tape will be allowed on wood floors.
- 11.19.** The City reserves the right to deny any application based on security concerns and/or safety concerns. Denial of applications may be made by the City of South Pasadena on the basis of the following reasons:
- 11.19.1.** The applicant previously used the facility and due to lack of cleaning or damage to the facility did not receive a full refund of their cleaning deposit.
  - 11.19.2.** Failure to pay all fees or balances on rentals as arranged with Community Services or the Finance Department of the City of South Pasadena.
  - 11.19.3.** Unavailability of the facility.
  - 11.19.4.** Higher priority user is in need of facility.
- 11.20.** Events must end by 5:00 p.m. on Saturdays at the Garfield Youth House and Eddie Park House. Events at the Senior Center and War Memorial Building must end at 12:00 midnight. Any music will terminate by 9:00 p.m. at the Senior Center and 11:00 p.m. at the War Memorial Building. Music and sound amplification will be monitored by City staff to ensure client is not disturbing the peace.
- 11.21.** Up to two (2) individual, nonprofit, or commercial reservations will be allowed at the Eddie Park House each month, outside of licensed facility use.
- 11.22.** When food is served as catered food, a licensed caterer may be required at City facilities. Exceptions to catered service must have prior approval from Community Services Director.
- 11.23.** Mobile food vending is permitted as long as vendor is in full compliance with the type of vending and the time, place and manner of vending from vehicles upon the street in order to promote public safety. (SPMC Section 19.49-1).
- 11.24.** The use or distribution Expanded Polystyrene (EPS) Disposable Food Service Ware, also known by its trademark name, Styrofoam, commonly used for single-use disposable food service ware such as cups, plates, trays, bowls, and hinged or lidded containers is prohibited. Any user or group utilizing City facilities assumes responsibility for preventing the utilization and/or distribution of EPS food service ware. If it is determined that disposable EPS food services ware was used, the security deposit will be forfeited (SPMC Section 16.42).
- 11.25.** The distribution of single-use plastic carryout bags is prohibited (SPMC Section 16.32).

## NON-PROFIT AND ACTIVE BUSINESS STATUS VERIFICATION

All three of the following websites must be checked to confirm an organization's status for non-profit eligibility.

### **Federal Tax-Exempt Status: Used to check Non- Profit Status**

1. Go to <https://apps.irs.gov/app/eos/>
2. In the "Search By" drop-down menu, select "Organization Name".
3. Enter the organization name in the Search Term box and click the blue "Search" Icon.
4. Scroll to the list of results, and click on the organization name (blue link).
5. Click "Print" to print the page, and attach document to application packet.

### **Department of Justice, State of California: Entity Status**

1. Go to <https://www.ftb.ca.gov/help/business/entity-status-letter.asp>
2. Click the blue "Check Status" icon.
3. Select search method "By Name".
4. Enter the Entity Name and click the "Perform Search" icon
5. Click on the Entity ID (blue link).
6. Note "Entity Status" (must be ACTIVE or REVIVED; cannot be REVOKED or SUSPENDED).
7. Click the "Generate Letter" icon, print the letter, and attach to application packet.

### **Secretary of State, State of California**

1. Go to <https://bizfileonline.sos.ca.gov/search/business>
2. Enter the organization name in the search box and hit return.
3. Click on the organization link in the results.
4. Status must be ACTIVE and all Standings must be GOOD.
5. Screenshot the results and print.