

City of Calistoga

Staff Report

TO: Honorable Mayor and City Council
FROM: James C. McCann, City Manager *JCM*
DATE: November 18, 2008
SUBJECT: Establishment of the Recreation/Aquatics Manager classification and associated salary range

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ISSUE: Consideration of a Resolution approving the job classification and pay range for a Recreation/Aquatics Manager position.

RECOMMENDATION: Adopt Resolution.

BACKGROUND/DISCUSSION: The City Council discussed the proposal to establish a new job classification for the Community Resources Department during the November 5, 2008, City Council meeting. It was Councils' consensus to reconfigure the function to a division level and create a new position of Recreation/Aquatics Manager to manage the division's functions. This proposed position presents great focus on managing the City's aquatics program and the day-to-day operation of the new pool facility and the future additional recreation facilities.

FISCAL IMPACT: Creation of the new classification does not have a direct fiscal impact. The adopted Fiscal Years 2008/2010 budgets contain sufficient funds in the Community Resources Department for this action.

ATTACHMENTS:

- 1. Draft Resolution.
- 2. November 5, 2008 Council staff report.

RESOLUTION NO. 2008-_____

**RESOLUTION OF THE CITY COUNCIL OF THE CITY OF
CALISTOGA, COUNTY OF NAPA, STATE OF CALIFORNIA,
ESTABLISHING THE POSITION OF RECREATION/AQUATICS
MANAGER AND ASSOCIATED SALARY RANGE**

WHEREAS, the City of Calistoga provides recreation services to the Community;
and

WHEREAS, the City of Calistoga recognizes the need to provide staffing at levels
appropriate to provide those services; and

WHEREAS, the City of Calistoga has determined that it is advantageous to create a
position entitled Recreation/Aquatics Manager; and

WHEREAS, the Recreation/Aquatics Manager position shall be an exempt position
and shall be set at Range 20 of the non-represented Employee schedule:

NOW, THEREFORE, BE IT RESOLVED, that the City Council of the City of
Calistoga does hereby adopt the classification description (Exhibit A) for the position of
Recreation/Aquatics Manager.

BE IT FURTHER RESOLVED the City Council of the City of Calistoga hereby
establishes a pay range for the Recreation/Aquatics Manager position of Range20 in the
Non-Represented Salary Schedule.

PASSED, APPROVED, AND ADOPTED by the City Council of the City of Calistoga
at a regular meeting held this **18th day of November 2008** by the following vote:

AYES:

NOES: None

ABSTAIN/ABSENT: None

JACK GINGLES, Mayor

ATTEST:

SUSAN SNEDDON, City Clerk

EXHIBIT A

CITY OF CALISTOGA

RECREATION/AQUATICS MANAGER EXEMPT

*Class specifications are only intended to present a descriptive summary of the range of duties and responsibilities associated with specified positions. Therefore, specifications **may not include all** duties performed by individuals within a classification. In addition, specifications are intended to outline the **minimum** qualifications necessary for entry into the class and do not necessarily convey the qualifications of incumbents within the position.*

DEFINITION:

To plan, direct, manage and oversee the activities and operations of the Community Resources Division including aquatics, recreation, and community services; to provide highly responsible and complex administrative support. Under direction, plans, directs and coordinates the activities and operations of the City's Community Resources Division, including recreational and leisure services and the scheduling of community facilities; supervises, evaluates and participates in the work of personnel responsible for operation of the division; ensures safe work practices and service quality; serves as a technical resource for assigned work personnel; performs other related duties as required.

SUPERVISION RECEIVED/EXERCISED:

This position receives administrative direction from the City Manager. Exercises direct and indirect supervision over, supervisory, professional, technical, administrative, clerical, and non-regular staff within the Community Resources Division.

ESSENTIAL FUNCTIONS: *(include but are not limited to the following)*

- Responsibility for supervising all activities, operations, and services of the Community Resources Division including planning and supervising comprehensive recreational programs for adult and youth sports, contract classes, and/or other recreation programs involving the recruitment, hiring, and supervision of group instructors, contractors (such as instructors, supplemental sports officials and other service providers) and leaders in the planning of activities and events within the aquatics, recreation, and community services divisions; recommends, administers, and ensures compliance of applicable rules, policies, and procedure.
- Provide for the day-to-day administrative needs of the City Pool, e.g., budgeting, preparation of related financial reports, oversee databases, etc. Perform related programmatic and cost analyses. Also represents the aquatics program on various internal and external committees and work groups.
- Develop and oversee the creation of organized swimming activities, such as swim lessons, water aerobics, Masters swimming programs, etc. Act as liaison to the American Red Cross and competitive swim programs in the area. Coordinate water safety clinics and classes with the School District.
- Responsible for developing aquatic program policies, procedures and training and safety standards, assessing pool operations, developing budget requirements, and recommending special aquatic programs and events to expand participation and enhance revenue.

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- Supervises aquatics staff with the responsibility for determining adequate staffing levels, scheduling and directly supervising seasonal lifeguards and other staff.
- Assures that all hired staff are properly trained and certified in lifesaving, water safety and emergency medical response.
- Develops and conducts on-going lifesaving training programs to maintain an adequate intake of qualified lifeguards. Maintains all required documents and records related to the program activities, in-house training and certification program.
- Exercises supervisory responsibility over a large staff of seasonal lifeguards, assuring that the aquatic's programs meet specifically assigned operational and financial objectives.
- Create and implement marketing and promotion strategies for sales of family and individual pool passes. Coordinate special events and community outreach at the swimming pool for corporate sponsors and community organizations.
- Manages the development and implementation of Community Resources Division goals, objectives, policies and priorities for each assigned service area.
- Prepares and administers the Community Resources Division budget; approve expenditures and implement budgetary adjustments as appropriate and necessary.
- Monitors contracts for fee based programs; recommends fee schedules for the use of City facilities and programs; works closely with City Administrative Services to establish accounting policies and procedures for collection of fees and accounting for program costs; works closely with vendors and related agencies.
- Prepares grant applications and seeks sponsorships, gifts and donations.
- Identifies needed recreation facility improvements; works with design professionals and the public to plan recreation facility improvement and development; assists or coordinates park construction through Public Works with contractors, and designers.
- Develops and implements recreation publicity and marketing strategies and programs, including press releases, brochures, pamphlets, flyers, web sites and printed schedules.
- Assists in the planning and staging of community events, and special programs.
- Develops implements and evaluates programming aimed at providing at-risk youth with safe and healthy activities.
- Establishes, within City policy, appropriate service and staffing levels; monitors, and evaluates the efficiency and effectiveness of service delivery methods and procedures; and allocates resources accordingly.
- Responsible for the selection, training, and evaluation of Community Resources Division personnel; monitors work activities to ensure safe work practices, work quality, and accuracy.

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- Works closely with and provides staff support to the City Manager, City Council, other City departments, the Community Resources Commission, appointed bodies, outside agencies, public and private organizations, and citizen groups in developing programs and implementing projects to address issues related to the Community Resources Division.
- Prepares and recommends long-range plans for City recreation facility services and programs; develops specific proposals for the most effective utilization of current resources; negotiates and administers contracts.

WORKING CONDITIONS/MINIMUM PHYSICAL AND MENTAL ABILITIES:

Data Utilization: Requires the ability to perform upper-level data analysis, including the ability to hypothesize, theorize and assimilate, to modify or adapt existing policies/methods to meet unusual conditions within the context of existing theories and management principles.

Human Interaction: Ability to manage and direct a group of workers, including the ability to provide counseling and mediation. Ability to persuade, convince and train others. Ability to advise and interpret regarding the application of policies, procedures and standards to specific situations.

Equipment, Machinery, Tools, and Materials Utilization: Requires the ability to utilize equipment, machinery, tools and supplies used in performing essential functions, such as computer, fax machine, calculator, copier, telephone, and clerical and computer supplies.

Verbal Aptitude: Requires the ability to utilize a variety of advisory data and information such as time sheets, permits, staff reports, memos, evaluations, employee handbook, codes, plans and specifications, legislation, general plan, California Environmental Quality Act, Subdivision Map Act, maps and trade journals.

Mathematical Aptitude: Requires the ability to perform moderately complex algebraic and geometric operations; ability to utilize principles of basic probability and statistical inference.

Functional Reasoning: Requires the ability to apply principles of influence systems such as supervision, managing, leading, teaching, directing, planning, coordinating and controlling. Ability to exercise independent judgment to apply facts and principles for developing approaches and techniques to problem resolution.

Situational Reasoning: Requires the ability to exercise the judgment, decisiveness and creativity required in situations involving the evaluation of information against sensory, judgmental and/or subjective criteria, as opposed to criteria that are clearly measurable or verifiable.

Physical Ability: Tasks involve physical effort in the delivery of recreational and pool management services in addition to sedentary to light work, which may involve some lifting, carrying, pushing and pulling of objects weighing ten to fifty pounds. Tasks may involve extended periods of time in the sun and out of doors as well as in an office, at a keyboard or workstation environments.

Sensory Requirements: Requires the ability to recognize and identify similarities or differences between characteristics of colors, shapes, and textures associated with job-related objects, materials and tasks.

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Environmental Factors: Ability to work under safe and comfortable conditions where exposure to environmental factors such as repetitive computer keyboard use, sun exposure, exposure to typical pool chemicals and conditions, variations or extremes in temperature, odors, toxic agents, violence, noise, vibrations, wetness, machinery, disease and/or dust is minimal and poses a very limited risk of injury.

QUALIFICATIONS: *(The following are minimal qualifications necessary for entry into the classification.)*

Education and/or Experience:

Any combination of education and experience that has provided the knowledge, skills and abilities necessary for a Recreation/Aquatics Manager. A typical way of obtaining the required qualifications is to possess the equivalent of five years of increasingly responsible supervisory experience in the delivery of recreation, pool management or leisure time services, and a bachelor's degree with major course work in recreation, public administration or related field.

License/Certificate:

Valid California Driver's License and a satisfactory driving record are conditions of initial and continued employment.

Requirements:

- Possess a current and valid American Red Cross Lifeguard Training Certification.
- Possess a current and valid Water Safety Instructor Certification.
- Possess an AED Certification.
- Possess a current and valid Adult, Infant CPR Certification.
- A certified Pool Operator's License must be obtained within sixty (60) days.

KNOWLEDGE/ABILITIES: *(The following are a representative sample of the Knowledge/Abilities/Skills necessary to perform essential duties of the position.)*

Knowledge of:

Operations, services, and activities of comprehensive aquatic, recreation, and community services programs. Thorough knowledge of water safety, advanced lifeguard/lifesaving techniques and principles and the ability to perform, teach and evaluate these techniques. Thorough knowledge of aquatic facility safety principles and practices and working knowledge of pool operations (i.e., water filtration and treatment). Working knowledge of related business administration theories, practices, procedures and techniques pertinent to recreational services and concession activities. Working knowledge of facility maintenance parameters. Principles and practices of program development and administration, municipal budget preparation and administration, supervision, training and performance evaluation, and pertinent Federal, State, and local laws, codes and regulations.

Ability to:

Identify and respond to community and City Council issues, concerns, and needs. Plan, organize, direct, and coordinate the work of assigned staff. Select, supervise, train, and evaluate staff. Develop and administer departmental goals, objectives, and procedures. Prepare clear and concise administrative and

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financial reports. Prepare and administer large and complex budgets. Analyze problems and identify alternative solutions; project consequences of proposed actions; and implement recommendations in support of goals. Research, analyze, and evaluate new service delivery methods and techniques. Interpret and apply Federal, State, and local policies, laws, and regulations.

Communicate clearly, and concisely, both orally and in writing. Establish and maintain effective working relationships with those contacted in the course of work, the general public, user groups, vendors, contractors, and staff. Ability to work independently in meeting program objectives, and to exercise sound judgment.

City of Calistoga

Staff Report

TO: Honorable Mayor and City Council
FROM: James C. McCann, City Manager *JCM*
DATE: November 5, 2008
SUBJECT: Community Resources Department

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2 **ISSUE:** To discuss the scope of the job classification for the Community
3 Resources Director position and the charge of the Community Resources
4 Department and provide direction as appropriate.

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6 **RECOMMENDATION:** Discuss and provide direction.

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8 **BACKGROUND:** In 2006 and 2007 City Council as a part of its regular annual
9 goal setting processes identified the need to expand our recreation programming
10 and services. In 2007, the position of Community Resources Director was
11 developed and adopted and the reorganization to create a Community
12 Resources Department occurred.

13
14 The department's primary area of responsibility was expected to be in recreation
15 services and programming, continuing the work that our recreation division has
16 performed in recent years. Expansion of services to include aquatic programs
17 was added. Additionally, responsibility to coordinate with different agencies and
18 organizations involved in providing recreational and community services
19 including the Calistoga Library, Sharpsteen Museum, local transit efforts, and
20 other local serving youth, senior, and social service partnerships was included
21 within the area of responsibility for the Community Resources Department. Prior
22 to this consolidation, the responsibility for coordination or administration of many
23 of these areas fell upon different departments within the City. It was a desired
24 outcome of the new management level position and the reorganization that these
25 related activities and efforts would be enhanced by residing in a single
26 department.

27
28 In recent months, Council has questioned whether this arrangement has been
29 consistent with expectations and whether or not it has been successful and
30 beneficial or if it has been too costly and cumbersome. Some have suggested
31 that too many disparate areas of responsibility are included in the department,
32 leading to unrealistic expectations and an unresponsive and bureaucratic
33 department. It has been suggested that the essentials of recreation, youth and
34 senior services should be the core areas of focus and that other service and
35 program areas should be left to independent providers and agencies with
36 coordination performed by other staff.

37 Finally, the need to have a department level organization led by a Department
38 Head position has been questioned, particularly with respect to the salary level
39 reflected in a Department Head level position.
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41 **DISCUSSION:** There is no doubt that Calistoga is actively expanding our service
42 with respect to recreation programming. The Community Pool is moving forward
43 and will be available to the public for next year's season. We are progressing
44 with the construction plans for the new recreation facility at Logvy Park as well.
45 We expect that the new 3,500 square foot recreational facility will provide space
46 for expanded and improved youth services and community-focused art
47 programming. The facility will be under construction in 2009 and available for
48 occupancy in early 2010. Additionally, we continue to revisit and improve our
49 relationships with our local partners involved in recreation and community service
50 (School District, Family Center, Boys and Girls Club, Sharpsteen Museum,
51 Chamber of Commerce, etc.). Attention and participation in these efforts must
52 continue as we maintain and expand of current recreation, youth, and senior
53 services.
54

55 Given the important role of recreation services in Calistoga and the significant
56 on-going and new investment which we are presently making, it is clear that a
57 strong and responsive recreation function is essential for our City organization.
58 The confusion, and concern expressed in recent months regarding our
59 Community Resources Department clearly require a discussion of the current
60 arrangement and clarity of Council desires. The resignation of the Community
61 Resources Director also provides the proper opportunity to revisit this job
62 classification to insure that it correctly reflects Council expectations and
63 community needs.
64

65 There are two options which come to mind to pursue in revisiting the role of the
66 Community Resources function in town: 1) leave it as it is (a department level
67 managed by the Community Resources Director); or 2) reconfigure the function
68 to a division level with a change in the Director's position to a
69 Recreation/Aquatics Manager focused on aquatics programming.
70

71 Attached is a copy of the current job classification for the Community Resources
72 Director position and a draft of an alternate classification for a
73 Recreation/Aquatics Manager position. Council consensus regarding the desired
74 direction is important so that we may move forward quickly in recruitment to fill
75 this important position to allow ample time for the fine tuning and implementation
76 of our aquatics programming and staff recruitment.
77

78 Should the Council consider retention of the current organization, little to no
79 change will be necessary. The alternative of modification of the structure and
80 alternate job classification can be accomplished as well, but will require
81 additional steps (these can be addressed at the next Council meeting).

82 Regardless of the direction, the matter can be revisited in future to make further
83 refinements and adjustments to reflect the benefit of the knowledge gained
84 following the operation of the new pool facility and the future additional recreation
85 facilities.

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87 In the event that the Council is more comfortable with a Manager level position
88 rather than the Department Head level, I would shift the Community Resources
89 Department function to a division under Administration. The City Manager would
90 provide general administrative direction to the Recreation/Aquatics Manager who
91 would in turn oversee the function of the Division's responsibilities.

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93 The Community Resources Director position is paid at the Department Head
94 level of \$7,316 - \$8,894 per month (Range 24 of the unrepresented schedule).
95 The Recreation/Aquatics Manager position if created would likely be placed at
96 Range 20 of this schedule (\$6,017 - \$7,316 per month).

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98 **ATTACHMENTS:**

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100 Job Classifications