


FOR INFORMATION ONLY

CITY OF LOS ANGELES  
Department of Recreation and Parks

May 16, 2001

TO: BOARD OF RECREATION AND PARK COMMISSIONERS

FROM: ELLEN OPPENHEIM  
General Manager 

SUBJECT: Status Report on Interim Operator for  
Encino-Balboa Golf Professional Services

The lease between Encino-Balboa Family Golf Centers, Inc., and the City of Los Angeles was deemed to be rejected effective February 16, 2001, at 11:59 p.m., and the selected interim operator, Ready Golf, assumed control at 12:00 a.m. on February 17, 2001. Ready Golf had purchased from Family Golf much of the equipment necessary for operation of the Encino-Balboa Golf Professional Concession and also purchased from bankruptcy liquidators some portion of the former pro shop inventory. Although Ready Golf was able to open the driving range for regular hours on the 17<sup>th</sup>, and re-opened the pro shop by February 20<sup>th</sup>, in general the turnover and resumption of operations has proven to be a tougher job for the concessionaire than originally anticipated. At their regular meeting of April 23, 2001, the Golf Advisory Committee heard public testimony about the services offered by the interim operator, the conditions under which operations were assumed, and employee and patron concerns. Ultimately, the Golf Advisory Committee deemed that administration of the permit was the responsibility of staff and requested that staff work with the concession and report back on issues, as appropriate.

In Ready Golf's initial letter of interest, Mr. Bernbeck offered thirteen capital improvements, which were to commence or be completed within 30 days of assuming the concession, and the status of which is described below.

1. Expansion of the tee line with additional stalls: The initial plans submitted by Ready Golf have been reviewed by the Department and disapproved because the stalls were determined to be too narrow. They have been returned to Ready Golf for revisions, using a minimum 10' stall width. Ready Golf is to submit the revised plans, including the type of dividers to be used between each stall, by Friday, May 11, 2001. The Department will review these plans by Wednesday, May 16, 2001, at which point a completion date for this improvement will be established. The goal will be 30 days after plan approval.

2. Remodel Range restrooms facilities for ADA compliance: On Thursday, May 3, 2001, the Department authorized Ready Golf to proceed with these improvements pending review and approval by Building and Safety and securing of all necessary permits.
3. Refurbish existing structure and completely paint: This improvement is expected to begin as early as next week.
4. Replace all burnt out light bulbs and fixtures: Burnt out bulbs have been replaced. A request has been submitted to install one new light fixture on exterior of the building.
5. Refurbish dividers: The dividers between the stalls on the driving range will either be refurbished with wood or replaced to match the dividers selected for installation on the new stalls. This improvement is related to the expansion of the Tee-line mentioned above and will be completed concurrently.
6. Install new mats as needed: Ready Golf has replacement mats in stock for use as they become needed.
7. Provide and install yardage signs: This improvement has been completed.
8. Provide and install flags: This improvement has been completed.
9. Refurbish existing target greens: This improvement has been started. A request has been submitted to obtain the services of the City's grader, which is needed to complete this task.
10. Replace burnt-out bulbs on driving range poles: Two bulbs are currently out. A job order has been submitted to have the City's cherry picker truck come to the range to replace the bulbs, which have been purchased by Ready Golf.
11. Clean ball house, pro shop, and range storage area: These areas have all been cleaned.
12. Sell soft goods at the Ball House (hats, gloves, and balls): Display counters are in place but completion of this improvement is pending installation of carpets and new paint, which Ready Golf has been instructed to commence.

13. Set up ball house with furniture (chairs, couch, t.v. etc):  
This improvement is also pending the installation of carpets and new paint. Expected to begin the week of May 14, 2001.

In addition to the above capital improvements, several service betterments were pledged in Ready Golf's letter of intent, including:

Install all new range balls: During the first three months of operation, Ready Golf has added 63,000 new golf balls, and will add 3,000 balls monthly while continuously removing any old or damaged balls as they are washed.

Inventory: Ready Golf is required to provide and maintain a \$200,000 inventory in the golf pro shop. Because the concessionaire does not currently have a point of sale inventory system, staff has requested other documentation, such as shipping receipts and merchandise invoices, to verify the value of the inventory, to be provided to staff as a package no later than June 15, 2001.


Several issues with employees, including golf professionals, former employees, and some patrons, have arisen. These include issues relating to policies and procedures of the new concessionaire, workplace conditions, and interpersonal relations. Generally speaking, many of these matters fall outside the scope of the Department, as they involve the internal business dealings of the concessionaire and are not matters of compliance with the terms and conditions of the permit. Such issues often arise in changeovers from one management to another. As regards former employees, these issues have been referred to the Office of Administration and Research Services, who enforce the Service Worker Retention Ordinance and Living Wage Ordinance. Staff has and will continue to work with Mr. Bernback of Ready Golf to insure compliance with the terms of the permit and delivery of quality services to golfers during the interim permit, including handling of unusual or difficult issues arising from the transition.

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TO: BOARD OF RECREATION AND PARK COMMISSIONERS

FROM: ELLEN OPPENHEIM  
General Manager 

SUBJECT: Operational Plan for Pedlow Skate Park

The Department of Recreation and Parks has recently reported to the Arts, Health and Humanities Committee of the City Council on the continuing popularity of the new Pedlow Skate Park in the Sepulveda Basin, the first skate park in the City. Close observation of the daily operations at this new recreation facility during the first months has afforded the Department an opportunity to develop tailored operational plans for this skate park. Those plans will in turn help the Department budget and prepare for operation needs at other proposed to skate parks. The operation plans, start-up costs, recurring annual expenses, and recommended fees are described in more detail below for your information.

**OVERALL OPERATION PLAN**

The Department opened Pedlow as a staffed facility with part-time maintenance and recreation employees covering both pre-opening hours and regular operating hours. The Department intends to supervise activity at Pedlow more effectively with a program that includes:

- Fencing the entire facility so that ingress and egress can be controlled, loitering minimized, and risk of after-hours vandalism reduced. Fence construction began on April 27<sup>th</sup> and is now complete.
- The use of photo identification cards for skaters, issued to those who have read the skate park rules and confirm by signing a form that they understand skaters must wear safety gear and comply with all other regulations, both posted and stated. Skaters under 18 years of age will be required to submit a release form signed by a parent or guardian; skaters

over 18 years of age will be required to personally sign the release form. Skaters will be required to produce and turn over their photo ID before skating, receiving it back when they depart.

- We will propose for the Board's approval, a monthly skate fee of \$1.00 per month for skaters under 18 and of \$5.00 per month for adult skaters. Replacement of lost or damaged photo ID cards would cost \$10.00 for those under 18, and \$20.00 for adults. (The report to the Board approving these fees, and for loaned safety equipment described below, will be forthcoming at a future meeting.)
- While skating, users will be issued a colored wristband so that on-site staff can ensure that only those with release forms filed are skating; colored wristbands can also be used to help staff cycle groups of skaters on a timely basis to ensure equity of opportunity to the many skaters wanting to use this location.
- Enforcing the requirements of City Ordinance 173878, which states, in part: "Persons skateboarding, ... operated by the City of Los Angeles unless wearing protective equipment including at minimum a helmet, knee pads and elbow pads..." will be accomplished by monitoring access and allowing only skaters properly wearing safety equipment to enter and stay inside the facility. Park Rangers will assist in monitoring compliance with the ordinance and issue citations to those refusing to comply.
- Providing a pool of safety equipment (helmets, hand/knee/elbow pads) for rental, ensuring that all skaters are equipped with proper gear.
- Based on our desire to develop and implement new programming, coupled with the exceedingly high usage of the facility and the need to constantly monitor use of safety equipment, a full-time Recreation Coordinator is needed to supervise the overall operation and service delivery at the facility.

The perimeter fence was installed at the end of April and as of May 1, 2001, key elements of this program (controlling access to ensure use of safety equipment, appropriate behavior, and safe numbers of participants) have been successfully in effect. Registration cards and the completion of release forms will be initiated beginning in June.

**RECURRING/ANNUAL COSTS FOR PEDLOW SKATE PARK OPERATIONS**

Pedlow Skate Park consists of 30,000 square feet of landscape interspersed with 8,800 square feet of skating hardscape, a small parking lot, and walkways. Two portable toilets from a contract vendor are utilized pending future construction of a restroom building. Securing the facility in the evenings is done by regular Park Ranger patrols on existing budgets.

The established hours of operation for Pedlow Skate Park, per Municipal Ordinance, are:

Weekends and Holidays, 9 a.m. - Sunset  
Monday - Friday, 12 noon - Sunset

Based upon the parameters above and the hours of operation, the estimated annual operating costs of Pedlow Skate Park are **\$127,585** for staff and **\$17,341** for expenses, budgeted as follows.

**Maintenance:**

Special Program Assistant II: \$25,718  
Miscellaneous Supplies: 5,000  
**\$30,718**

**Recreation:**

Recreation Coordinator: \$38,294  
Recreation Assistant II: \$25,718  
Security Officer Exempt: \$37,855  
Miscellaneous Supplies\*: \$ 5,000  
**106,867**

\*Film for photo identification cards; replacement safety equipment

**Portable Toilets:**

Two, cleaned weekly (until restrooms constructed) **\$ 7,341**

**ONE TIME, START-UP COSTS TO ACHIEVE OPERATION PLAN**

**Photo Identification System:**

Purchase of camera for identification photographs (\$900) and laminator/die cutter to make the cards (\$1500). Film costs are \$25 per pack and will be part of the annual supply expense budget. **\$2,400**

**Maintenance Equipment:**

62" Mower \$20,000  
Weedeater 400  
Edger 400  
Blower/Vac 2,000  
3" H2O Trash Pump 1,500  
**\$24,300**

**Safety Equipment for Rental to Skater: About \$10,000**

Cost for first-time purchase of helmets and a hand/knee/elbow pads. Replacements for worn or lost equipment will be funded principally from fees collected.

**Fencing: \$30,000**

The cost for 1,250 feet of chain-link fence around the Pedlow Skate Park is approximately \$30,000.

**Signs: 16 signs, \$50 each. Total \$800.**

Posting of rules and regulations and hours of operation with graffiti-proof lamination.

**Entry Booth: \$8,000**

A pre-fabricated entry booth will be used to station a staff person to check I.D. cards and waivers, control unlimited entry and be sure the facility is not overloaded with skaters at any time, and also pass out rental safety equipment. Staff person will be equipped with a cellular phone for emergencies, until regular phone lines can be installed.

**Telephone installation: \$8,000**

Installed for quick access to Paramedics, Fire, and Police. Installation costs are estimated at \$8,000 because there is presently no electricity, phone lines, or poles at this location.

For your information, the completion of the full improvement plan for Pedlow, as described in the Master Plan and consisting of improved hardscape, landscape, parking spaces, and construction of a Recreational Concession Building (to include restrooms, storage, and staff office) is estimated to cost \$1,150,000.

EO:TC