CITY OF CARSON COMMUNITY SERVICES/ RECREATION/ PARK MAINTENANCE DEPARTMENT

18601 S. Main Street, Carson, CA 90248

Luchie Magante, Principal Administrative Analyst Kimberly Madrigal, Administrative Secretary



Tim Grierson, Recreation Superintendent Bobby Grove, Community Services Superintendent Modesto Bolanos, Park Maintenance Superintendent

Michael Whittiker, Jr., Director

The Community Services/ Recreation/ Park Maintenance Department comprises four divisions: Administration, Community Services, Recreation, and Park Maintenance. The Department delivers services and programs to support citizens' diverse interests in parks, recreation, and culture. This includes operating and maintaining twelve (12) parks, four (4) mini-parks, two (2) aquatic centers, two (2) pools, a sports complex, and a boxing center. The Carson Event Center offers 40,000 square feet of versatile meeting and event space, including a 12,000-square-foot ballroom and meeting rooms that accommodate between 5 and 1,200 guests. It also offers state-of-the-art visual services. Transportation provides citywide transportation programs related to fixed-route public transit, specialized elderly and disabled transit, transit support of city park programs, and regional air quality issues.

RECREATION DIVISION

RESERVATIONS

The Reservations section had 37 scheduled reservations for January, including 35 indoor (activity/recreation room) and two outdoor (picnic grass/shelter). We had over 100 calls and inquiries for park fees and availability. This month, the City of Carson hosted its annual Tribute to Dr. Martin Luther King Jr. at the Carson Event Center.

January Revenue Reservations								
Park	Indoor	Outdoor	Total					
Anderson Park	4	0	4					
Calas Park	3	0	3					
Carriage Crest Park	2	0	2					
Carson Park	8	0	8					
Del Amo Park	5	0	5					
Dolphin Park	2	1	3					
Dominguez Park	2	0	2					
Foisia Park	1	0	1					
Hemingway Park	0	0	0					
Mills Park	3	0	3					
Stevenson Park	0	1	1					
Veterans Park	5	0	5					
Dominguez Aquatic	0	0	0					
Hemingway Aquatic	0	0	0					
Carson Pool	0	0	0					
Foisia Pool	0	0	0					
Total Reservations	35	2	37					
Total Monthly Revenue			\$15,325.80					

ADULT SPORTS

Basketball leagues play on Sundays and Mondays and will run through January. Baseball leagues are underway, with 18 teams playing. If the weather permits, it should be a great season!

YOUTH SPORTS

City championship flag football and soccer teams were recognized at the PRCAC meeting on January 25, 2024. City Championship games for basketball will be held at Stevenson Park on February 24, 2024, the last day to register for the upcoming baseball/softball/t-ball season.

ENRICHMENT CLASSES

The winter session started on January 8 and will end on March 22. With just three days of practice, Lyrical Dance was able to perform a one-minute dance at the Martin Luther King Jr. Celebration on January 12. The 10-week session has a World of Dance Jr. Recital planned for March. The Musical Theater program will have its play on April 5. The classes are growing, and space is becoming limited during the winter session due to the Kids Club, basketball season, and park programming. We are happy to see the Enrichment Program grow and expand, but for the future, we will limit the number of classes in session during each season. This year, there will be new classes, including Art for Kids, starting in January at Veterans Park, and a new independent contract class, Dream in Colors Art, beginning in April at Dominguez Park.

January 2024 (Revenue for the Month)

Classes	Participants	Revenue
Karate I	9	\$505.00
Karate II	11	\$715.00
Musical Theater	15	\$630.00
Ballet 1	2	\$76.00
Ballet 2	11	\$456.00
Hip Hop 1	5	\$200.00
Hip Hop 2	3	\$114.00
Math Made Easy!	8	\$380.00
Folklorico	26	\$1,000.00
Latin Modern	1	\$48.00
Art for Kids	11	\$439.00
Totals	102	\$4,563.00

KIDS CLUB

The approximate revenue for January 2024 is as follows.

Week	Calas	Carson	Del Amo	Dolphin	Veterans	Weekly Totals
1/1-1/5 Revenue	11	38	14	26	22	111
1/1-1/5 Revenue	\$780.00	\$2,825.00	\$980.00	\$1,690.00	\$1,810.00	\$8,085.00
1/8-1/11 Revenue	9	26	14	10	38	97
1/6-1/11 Revenue	\$440.00	\$1,280.00	\$980.00	\$500.00	\$1,818.00	\$5,018.00
1/15-1/19 Revenue	9	25	14	10	35	93
1/13-1/19 Revenue	\$440.00	\$1,200.00	\$980.00	\$500.00	\$1,723.00	\$4,843.00
1/22-1/26 Revenue	9	26	14	13	38	100
1/22-1/20 Revenue	\$440.00	\$1,265.00	\$980.00	\$650.00	\$1,868.00	\$5,203.00
1/29-2/2 Revenue	9	26	14	11	39	99
1/29-2/2 Revenue	\$440.00	\$1,265.00	\$980.00	\$550.00	\$1,913.00	\$5,148.00
Month Total	47	141	70	70	172	500
Wonth Total	\$2,540.00	\$7,835.00	\$4,900.00	\$3,890.00	\$9,132.00	\$28,297.00

AQUATICS

Aquatic programming will resume on March 4. Registration will begin on February 12 for Carson Residents and February 19 for Non-Residents. Programming will include swim lessons during the week Monday - Thursday and lap swimming during that time at 3:30 pm, 4:30 pm, and 5:30 pm. We also offer swim conditioning for children between the ages of 8 and 16. Saturday programming will be at Carson Pool with lessons, aqua aerobics, and recreational swimming. At Hemingway, we offer aqua aerobics Monday - Thursday from 7:00 am - 8:00 am.

VETERANS SPORTSCOMPLEX

The attendance for the month of January remains consistent, with a total of 3,011. The Youth membership remains strong, followed by the Senior memberships and daily guest fees. In addition, the Silver Sneaker memberships remain steady, with a slight increase in annual signups.

The monthly revenue is \$22,467.00.

Group Ex Classes

	Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday
Sessions	Adult Sports 1:00pm-9:00pm	Adult Sports TBD	Walking Class 8:30am-9:30am	Yoga 9:30am- 10:30am	Salsa (Beginner) 10:00am-11:00am	Yoga 6:30pm- 7:30pm	Muscle Conditioning 8:30am-9:30am
					Salsa (Intermediate) 11:00am-12:00pm		Salsa (Intermediate) 10:00am-11:00am
							Friday Night Volleyball 5:00pm-9:00pm

Week	Membership Attendance	New Member Sign-Ups	Friday Night Volleyball	Paid Daily Guest Fees	Free Daily Guest Pass	Weekly Totals
1/1/24 - 1/6/24	439	3	89	77	20	628
1/7/24 - 1/13/24	667	12	109	81	19	888
1/14/24 - 1/20/24	657	1	97	80	12	847
1/21/24 - 1/27/24	732	10	71	83	31	927
1/28/24 - 1/31/24	516	7	0	74	97	612
Monthly Totals	3,011	33	366	395	97	3,902

SPECIAL EVENTS

The annual Tribute to Dr. Martin Luther King, Jr. was held on Friday, January 12, 2024. It featured live entertainment, excellent speakers, and light refreshments. The highlight of the evening was the video clips of Carson residents speaking about their personal experiences and memories of Dr. King. During the event, emotional testimonials were shared, and they were well received by the audience. Three essay contest winners representing elementary, middle, and high school also presented their essays orally in front of the crowd. The Tribute to Dr. King was well attended, with nearly 300 attendees. Staff is now planning the next city-wide special event, Black History, set to take place on February 23, 2024.

COMMUNITY SERVICES DIVISION

HUMAN SERVICES

STROKE CENTER

The Stroke Center operates Monday - Thursday from 8:00 a.m. - 4:00 p.m. Dr. Penoliar saw five stroke survivors daily, Monday - Thursday, from January 8 to January 18. Following that, he began seeing five survivors only on Mondays (1/22 and 1/29). CSUDH Fieldwork 1 students began visiting on January 22 and will continue for six weeks. Exercise equipment is available to survivors Monday - Thursday from 9:00 a.m. - 3:00 p.m. This month, 135 individuals utilized the equipment. In two weekly sessions, 48 participants participated in Chair Exercise classes designed to provide fun and exercise. This month, the evercompetitive chair volleyball classes were filled with 67 survivors and caregivers. The Chair Yoga class provided movement and meditation for nine people this month, but those participants highly favored the class. This month, two new survivors joined the Stroke Center and began utilizing its services.

	STROKE CENTER							
WEEK	OCCUPATIONAL THERAPY	EQUIPMENT EXERCISE	CHAIR YOGA	CHAIR EXERCISE	CHAIR VOLLEYBALL			
1/1-1/4	0	13	0	8	9			
1/8-1/11	15	30	4	8	13			
1/15-1/18	11	41	0	21	15			
1/22-1/25	3	21	1	11	15			
1/29-1/31	3	30	4	0	15			
Monthly Totals	32	135	9	48	67			
Totals To- Date	483	655	44	474	291			
FYTD Total	515	790	53	522	358			

SENIOR RECREATION

Senior Recreation offers free in-person classes inside the Carson Park and Stevenson Park gymnasiums. Classes include Zumba, Yoga, Hula Hoop, Functional Fitness, Zumba Gold, Line Dancing, Open Basketball, and an open fitness room with workout equipment. All classes are held Monday - Friday, 8:30 a.m. to 11:45 a.m. Foisia Park continues to provide a drop-in open fitness room with workout equipment, open basketball, and chess for senior participants. The program is run Monday - Friday, 8:00 a.m. - 10:30 a.m. Two on-site staff members are available at these parks to check participants in, check on each program, and perform class and fitness room walkthroughs to ensure the facility is thoroughly swept and clean and machines are wiped down. Carson Center continues to provide drop-in Needle Craft every Tuesday and Friday, 9:00 a.m. - 11:00 a.m., Salsa Dance class every Tuesday, 10:00 a.m. - 11:00 a.m., Table games every Thursday, 1:00 p.m. - 4:00 p.m., and Senior Social Bingo Clubs on Tuesdays, Wednesdays, and Thursdays, 10:00 a.m. - 3:45 p.m. In addition, Bingo for Fun with the Swinging 50s Club is offered at Dominguez Park on Wednesdays, 10:00 a.m. - 2:00 p.m.

		SENIOR IN-PERSON CLASSES AT CARSON PARK								
WEEK	HULA HOOP FITNESS	LINE DANCE	ZUMBA TUESDAY	FUNCTIONAL FITNESS	YOGA	ZUMBA TONING	ZUMBA THURSDAY	COUNTRY LINE DANCE		
1/1 - 1/5	Closed	Closed	Closed	16	21	39	37	37		
1/8 - 1/12	19	53	55	23	26	26	57	35		
1/15 - 1/19	Closed	55	62	14	24	48	44	41		
1/22 - 1/26	10	54	56	19	25	Closed	Closed	40		
1/29 - 1/31	19	Closed	Closed	15	38	-	-	-		
TOTALS	48	162	173	87	134	113	138	153		
FYTD Total	373	1,753	1,873	481	706	1,082	1,260	824		

WEEK	SENIOR IN-PERSON CLASSES AT STEVENSON PARK						
WLEK	YOGA	ZUMBA	FITNESS ROOM				
1/1-1/5	Closed	36	2				
1/8 – 1/12	13	42	8				
1/15 – 1/19	Closed	45	6				
1/22 – 1/26	5	51	7				
1/29-1/31	10	-	-				
TOTALS	28	174	23				
FYTD Total	226	1,005	284				

WEEK	FOISIA PARK					
WEEK	BASKETBALL	FITNESS ROOM				
1/1 - 1/5	37	5				
1/8 - 1/12	49	11				
1/15 - 1/19	44	15				
1/22 - 1/26	51	17				
1/29 - 1/31	48	11				
TOTALS	229	59				
FYTD Total	1,588	342				

WEEK			CARSON CENTER - BINGO				
WEEK	VIP CLUB	TLC CLUB	JOLLY CLUB	FRIENDSHIP CLUB	SWINGING 50'S CLUB		
1/1 - 1/5	Bingo Break	Bingo Break	Bingo Break	Bingo Break	Bingo Break		
1/8 – 1/12	72	34	78	11	10		
1/15 – 1/19	61	38	81	0	9		
1/22 – 1/26	62	39	88	131	9		
1/29 - 1/31	Closed	32	-	-	-		
TOTALS	195	143	247	142	28		
FYTD Total	1,956	1,206	2,203	919	920		

		CARSON CENTER - ACTIVITIES							
	TAI CHI	NEEDLE CRAFT (TUE)	CHAIR EXERCISE	SALSA	YOGA	BODY BALANCING	TABLE GAMES	NEEDLE CRAFT (FRI)	
1/1-1/5	15	3	14	6	44	11	17	3	
1/8 – 1/12	16	4	12	7	48	12	14	4	
1/15 – 1/19	17	3	14	6	46	13	17	3	
1/18 – 1/22	15	4	15	6	44	12	15	4	
1/25-1/29		Closed	Closed	Closed	-	-	-	-	
TOTALS	63	14	55	25	182	48	63	14	
FYTD Total	281	136	255	198	672	315	482	131	

SENIOR SOCIAL SERVICES

Senior Social Service's mission is to ensure our most vulnerable homebound seniors stay home safely while meeting their essential needs. Senior Service Aide visits are running with full caseloads every week. Assistance consists of running errands, including trips to the grocery store and pharmacy, and assisting with essential chores that keep seniors home safe while maintaining their independence. Due to increased referrals, staff has added more seniors to this and other city programs and referred seniors to County and State programs. Staff is currently interviewing and reviewing applications to hire additional Aides. Staff continues adding new senior workshops and lectures, starting with the Senior Information & Resource Fair on Thursday, January 25. The event featured 20 vendors, with several senior recreation exercise classes performing demos. Over 200 seniors gathered information.

The Assisted Living program staff helps other departments, including Code Enforcement, Housing, and Transportation. In addition, Senior Services Aides help seniors without transportation complete Dial-A-Ride applications (DAR), Code Enforcement Hoarding cases, general welfare checks, adult protective service cases, and LA Homeless Portal cases as needed. Housing Rights Center walk-in clinics occur monthly. Human Services is working closely with the new City employees in the Housing Department, Fariba Moghadam and Toni Carter, as affordable senior housing remains a huge issue. Staff continues to receive inquiries about housing daily and refer them as necessary. With the addition of the new staff in the Housing department, our staff have been able to share in the tasks of all related responsibilities. The Housing Department and volunteer assistants conducted the annual Homeless Count on Wednesday, January 24th.

Keeping abreast of the latest county, state, and federal programs and organizations and community partners that offer virtual programming is essential to ensuring our seniors have access to the latest programs. Furthermore, the staff is working closely with Bet Tzedek Legal, CSUDH OLLI, and others to schedule classes and workshops for 2024. The county's adult protective services and Carson Sheriff's Station continue to collaborate on welfare checks.

Our programs were filled with workshops, lectures, and training tailored to senior residents' needs and interests. A lecture series with Partners in Care, Bet Tzedek, H.E.L.P., GENESIS at Harbor UCLA, and Alzheimer's Association has been confirmed. This year, the Senior Share Storytellers, Bereavement, and Caregiver Support groups have been ongoing. A support group luncheon was held in January, where Ms. Frankie Stewart delivered a presentation titled "Grieving Gracefully."

The start of the new year has brought a variety of programs and events for the senior members of our community. In addition to our regularly scheduled classes, Carson collaborated with the LA Dodgers during their pre-season community tour. During the LA Dodgers Love LA tour, the players, along with alums from the team and other staff, moved throughout the county to generate excitement about the season and to show their appreciation to the community. On January 31, the LA Dodgers hosted a senior prom in Carson. Seniors came dressed to impress and enjoyed music, dancing, and food. Over 250 seniors attended the event, where they met some of the players, received giveaways, and witnessed a generous donation made to the YMCA to provide additional meals on wheels to the seniors of Carson.

EARLY CHILDHOOD

Early Childhood continues to offer full-time classes Monday - Friday, 8:00 a.m. - 5:00 p.m. at the Carson Event Center and Carson Park. Part-time classes are offered Monday - Friday, 8:00 a.m. - 12:00 p.m. or 1:00 p.m. - 5:00 p.m. at the Event Center and Dolphin Park.

The approximate revenue for January was \$31,345.00.

WEEK	EARLY CHILDHOOD EDUCATION				
WEEK	AM	PM	FT		
1/1 – 1/5	25	13	36		
1/8 – 1/12	25	13	36		
1/15 – 1/19	25	13	36		
1/22 – 1/26	25	13	36		
1/29 – 1/31	25	13	36		
TOTALS	125	65	180		
FYTD Total	725	377	1,044		

THERAPEUTIC RECREATION

Winter programs consisting of Skill Builders, Indoor Sports, Art, and Adult Day Club began this month. Participants were excited to return to the program and see their friends. Highlights this month included a field trip to the Chen Gallery, chair volleyball, and tissue paper painting. The approximate revenue for January was \$400.00.

WEEK	THERAPEUTIC RECREATION				
WEEK	Indoor Sports	Art	Adult Day Club	Skill Builders	
1/1 – 1/5	No class	No class	No class	No class	
1/8 – 1/12	7	8	6	No class	
1/15 – 1/19	8	8	6	No class	
1/22 – 1/26	8	8	5	8	
1/29 – 1/31	No class	8	6	No class	
TOTALS	23	32	23	8	
FYTD Total	23	32	23	8	

SPECIAL INTEREST CLASSES

Due to weather and availability constrictions, there will be no Fit Happens classes. The Spring 2024 Intergenerational Program began on Wednesday, January 31, 2024, with nine "Super Seniors" and nine Rancho Dominguez students pairing up for an 8-week Intergenerational "Trading Ages" session. Registration for the Start Smart Basketball program has opened for Monday - Thursday at Carson Park beginning February 12, 2024. Registration will be available until all spots are filled.

FEBRUARY 2024	START SMART BASKETBALL 2024					
FEBRUART 2024	Monday	Tuesday	Wednesday	Thursday		
Resident (@ \$44)	14	12	9	6		
Resident Sub-Total	\$616.00	\$528.00	\$396.00	\$264.00		
Non-Resident (@ \$55)	1	2	-	2		
Non-Resident Sub-Total	\$55.00	\$110.00	-	\$110.00		
Participants Participants	15	14	9	8		
Start Smart Aug. 22 Revenue	\$671.00	\$638.00	\$396.00	\$374.00		
Start Smart To-Date-Totals	\$1,133.00	\$1,144.00	\$1,166.00	\$1,155.00		
Start Smart FYTD Revenue Total	\$1,804.00	\$1,782.00	\$1,562.00	\$1,529.00		

YOUTH & FAMILY SERVICES/PREVENTION & AFTERCARE

Families with children under 18 in the home can receive prevention and aftercare services through case navigation, resources, and referrals. These families are referred by the Department of Children and Family Services (DCFS) or other organizations; in some cases, they are self-referred. Case navigation involves

one-on-one communication between the case navigator and the family to discuss struggles, accomplishments, and goals. Families who do not need case navigation can also be provided with additional links. The links may include, but are not limited to, food giveaways, counseling services, tutoring services, or housing services. Social connection and youth and family groups, the Crafty Club, and Ladies Circle are on hiatus until the new year. The Nurturing Father program is between sessions, and the Girl's Empowerment Group is paused until we find a new staff member to facilitate the group.

Week	New Clients	Open Cases	Closed Cases	Referrals Received	Extra Linkages
1/1-1/5	0	2	2	0	5
1/8-1/12	0	2	0	0	6
1/15-1/19	0	2	0	0	4
1/22-1/26	0	2	0	0	2
1/29-1/31	0	0	0	2	3
Month Total	0	2	2	2	20
FYTD Total	2	11	11	16	134

CARSON EVENT CENTER

The Carson Event Center offers 40,000 square feet of versatile meeting and event spaces. Interested in hosting a special event, wedding reception, or holiday party? Let us assist you with all your logistical needs, as our knowledgeable staff has extensive experience in event planning and prides themselves on exceptional customer service before and throughout your event. We look forward to bringing your vision to life.

RENTALS

We had a great start to the new year with a busy month of January that included social events, business meetings, and conferences. At the Carson Event Center, we hosted a Tribute to Dr. MLK Jr., the Greater Los Angeles Homeless Count, a Senior Information & Resource Fair, and a Senior Prom sponsored by the Los Angeles Dodgers. The data for January is as follows:

Event Type	January Events	January Revenue	FY Total Events	FYTD Total Revenue
External	46	\$39,276.70	369	\$367,667.73
Internal	126	\$0.00	995	\$0.00

TRANSPORTATION

The City of Carson's Transportation workgroup provides citywide transportation programs, including fixed-route public bus service, first mile/last mile ride-hail services, specialized elderly and disabled transportation services, and bus transportation in support of City parks and youth programs. Transportation also works directly with LA Metro, South Bay Cities Council of Government (SBCCOG), and South Coast Air Quality Management District (AQMD) on a variety of transportation policies, new initiatives, and funding opportunities.

LONG BEACH TRANSIT

Long Beach Transit (LBT) provides fixed-route bus services in Carson across three routes. Riders can travel down major surface streets in both directions and connect faster to major destinations and neighboring bus lines. Service hours and route schedules can be accessed at https://ridelbt.com/carson/.

Long Beach Transit Ridership					
Route	Route Passenger Boardings Revenue Miles* Revenue				
2	3,436	6,747	562		
4	7,265	5,645	626		
8	2,417	6,816	676		
Dec 2023 totals	13,118	19,208 miles	1,864 hours		
Nov 2023 totals	16,731	19,615 miles	1,900 hours		

^{*}Miles traveled while performing route

^{**}Hours incurred while performing route

CARSON CIRCUIT

In conjunction with LBT, the Carson Circuit provides additional bus service through two neighborhood-serving routes. To better meet the needs of its riders, service runs during peak commuting times between 7:00 a.m. and 9:55 a.m. and again from 2:00 p.m. to 4:55 p.m. These modifications were also supported by the City's first Comprehensive Operations Analysis or route study. The current promotion of the service includes advertisements on the City's social media pages, distribution of flyers, and other methods.

Ridership steadily increases as more riders learn about the program and its routes. Additional flyers and social media posts help to promote awareness across the community.

	Carson Circuit Ridership					
	Cash Fare (\$1)	Wheelchair (free)	Seniors/Students (free)	TAP	Transfers	Total Boardings
Dec 2023 – AM	22	=	129	3	15	154
Dec 2023 - PM	24	-	101	17	15	142
Dec 2023 totals	46	-	230	20	30	296
Nov 2023 totals	81	-	260	26	60	367

DIAL-A-RIDE

General Dial-A-Ride service is available to Carson residents of all ages. Participants can order on-demand taxi service and receive a 50% discount on their ride. Carson residents can also take advantage of complimentary no-cost taxi rides to and from any City-designated vaccination site within three (3) miles of City boundaries. Taxi drivers will stay with the riders throughout the process, ensuring a safe and worry-free return.

Dial-A-Ride Ridership					
	Total Rides Total Passengers Avg Trips per Day Avg Cost per Trip				
Dec 2023	1,737 rides	2,507 passengers	56 trips per day	\$12.18 per trip	
Dec 2022 comparison	1,227 rides	1,560 passengers	40 trips per day	\$13.28 per trip	
CY 23 YTD	19,715 rides	26,687 passengers	54 trips per day	\$12.37 per trip	

LYFT

Carson residents can receive a 50% discount on the cost of their Lyft ride. Riders pay half, and the city pays half, up to a maximum trip cost of \$20. Participants must be 18 years of age or older to ride alone. Rides must start AND end within City boundaries.

Lyft Ridership					
Total Rides Avg total cost per trip Avg trip cost to rider					
Dec 2023	1011 rides	\$9.64	\$4.81		
Dec 2022 comparison	762 rides	\$10.48	\$5.23		
CY 23 YTD	10,145 rides	\$9.64	\$4.77		
April 2020* – present	26,661 rides	\$10.10	\$4.80		

^{*}Start of City partnership with Lyft.

Most rides took 7-8 minutes in duration and 2-3 miles in distance. Average trip costs are rising due to:

FUTURE PLANS

Staff concluded a capital improvement project to upgrade the City's bus stops with new shelters, benches, and trash receptacles. These upgrades match the newer silver units along Carson Street and near CSUDH. Additionally, staff is awaiting the delivery of two battery-electric buses (BEB) as a pilot. EV buses emit zero greenhouse gasses, providing a cleaner environment for riders and residents. Upfront purchase costs exceed traditional internal combustion engine (ICE) examples. However, annual operating costs for EVs are expected to be significantly less than their ICE counterparts.

⁽¹⁾ Increased ride times from traffic returning to pre-pandemic levels and (2) Nationwide shortage of drivers/gig workers.