



Parks and Recreation Advisory Commission Agenda

Items listed on the agenda may be taken out of the order presented; two or more agenda items for consideration may be combined; and any item on the agenda may be removed or related discussion may be delayed at any time. Backup material for this agenda may be obtained from LuAnn D. Holmes, City Clerk, at the Office of the City Clerk, 495 South Main Street, 2nd Floor or on the city's webpage at www.lasvegasnevada.gov.

The public is encouraged to send comments electronically prior to the meeting via e-mail to meetingcomments@lasvegasnevada.gov. E-mails MUST contain the meeting name, date and item number in the subject. E-mails received up to an hour before the meeting will be considered public record, read during the meeting where appropriate and will be included in the backup. A time limit may be imposed on the reading of comments as is done during meetings when comments are made in person.

1. **Call to Order and Roll Call**
2. **Announcement Regarding: Compliance with Open Meeting Law**
3. **Public Comment:** Comment during this portion of the agenda must be limited to matters on the agenda for action. If you wish to be heard, come forward and give your name for the record. The amount of discussion, as well as the amount of time any single speaker is allowed, may be limited.
4. For possible action to approve the Final Minutes by reference of the Regular Meeting of January 5, 2021
5. Report by the Department of Public Safety regarding issues at City facilities and parks – All Wards
6. Report by Susan Quintana, Parks and Recreation Administrative Section Manager, regarding CAPRA (Commission for Accreditation of Park and Recreation Agencies) – All Wards
7. Report by Greg A. Weitzel, Director of Parks and Recreation, regarding emerging issues related to the Department of Parks and Recreation – All Wards
8. Report by Commission members regarding parks issues and events within their respective Council Wards and at large – All Wards
9. **Citizens Participation:** Public comment during this portion of the agenda must be limited to matters within the jurisdiction of the Commission. No subject may be acted upon by the Commission unless that subject is on the agenda and is scheduled for action. If you wish to be heard, come forward and give your name for the record. The amount of discussion on any single subject, as well as the amount of time any single speaker is allowed, may be limited.
10. **Adjournment**

Facilities are provided throughout City Hall for the convenience of persons with disabilities. Reasonable efforts will be made to assist and accommodate persons with disabilities or impairments. If you need an accommodation to attend and participate in this meeting, please call the City Clerk's office at 702-229-6311 and advise of your need at least 48 hours in advance of the meeting. Dial 7-1-1 for Relay Nevada.

THIS MEETING HAS BEEN PROPERLY NOTICED AND POSTED AT THE FOLLOWING LOCATIONS
IN ACCORDANCE WITH THE STATE OF NEVADA EXECUTIVE DEPARTMENT
DECLARATION OF EMERGENCY DIRECTIVE 006
The City of Las Vegas website – www.lasvegasnevada.gov
and
The Nevada Public Notice Website – notice.nv.gov

MONTHLY REPORT – DEPUTY CITY MARSHALS – JANUARY 2021*

*COVID-19 PANDEMIC DIRECTIVES IN PLACE

TOP CALLS FOR SERVICE 01/01/2021-01/31/2021		# CFS	DCM ENFORCEMENT ACTIVITY		MOST PROMINENT: JANUARY 2021
			ARRESTS		
LOCATIONS:			Total	70	
Homeless Resource Center	76		% Transient	46%	
			MISDEMEANOR CITATIONS		
			Total	56	
Fremont Street Experience	73		% Transient	64%	
Las Vegas DPS	11		TRAFFIC CITATIONS		
Las Vegas Detention Center	11		Total	39	
Las Vegas City Hall	11		% Transient	0%	
Stupak Community Center	9		WARNING CITATIONS		
Floyd Lamb Park	8		Total	34	
City Hall Parking Garage	8		% Transient	85%	
All American Park	6		TOTAL INCIDENTS		◻20% of Citations took place at the Fremont Street Experience
Gary Reese Freedom Park	6		% TRANSIENT		
JANUARY 2021					
ALL WARDS:			TOP VIOLATIONS:		
TOTAL CALLS FOR SERVICE: 450			◻16% of all Arrests involved Assault Battery		◻60% of Arrests took place in Ward 3 ◻23% of Arrests involved Warrants
TOTAL # OF ARRESTS: 70			◻13% of all Arrests involved Driving Violations		
TOTAL # OF CITATIONS: 95			◻40% of Citations involved Driving Violations		
TOTAL # OF WARNING CITES: 34			◻9% of Citations involved Assault Battery		
ARREST REPORTS					
Ward 1			HOT ARREST INCIDENT LOCATIONS / PARKS:		
4 Arrests:			Cragin Park (1)		
2 Trespassing					
1 Lodge w/o Consent					
1 Outstanding Warrant					
Ward 2					
No Arrests					
Ward 3					
42 Arrests:			Fremont Street Experience (28), Justice Leavitt Community Park (4), Las Vegas Detention Center (3), Stupak Community Center (1)		
6 Assault Battery					
6 Disturb the Peace					
5 Driving Violation					
5 Narcotics/Drug Para					
4 Obstruct a PO					
4 Warrant Pick Up					
3 FSE Ordinance					
3 Pedestrian Traffic					
1 Conceal Carry					
1 Urinate in Public					
1 Unlawful Acts					
1 Human Excrement					
1 Park Violation					
1 Probation Violation					
Ward 4					
1 Arrest:			Bettye Wilson Soccer Complex (1)		
1 Narcotics/Drug Para					

*Monthly Report includes Arrests and Citations received as of February 1, 2021

CITY OF LAS VEGAS – FOR OFFICIAL USE ONLY

MONTHLY REPORT – DEPUTY CITY MARSHALS – JANUARY 2021*

***COVID-19 PANDEMIC DIRECTIVES IN PLACE**

Ward 5		
19 Arrests:		Homeless Resource Center (6), Downtown Transit Center (3), Children's Memorial Park (1), Lorenzi Park (1), Ethel Pearson Park (1)
5 Assault Battery	4 Trespassing	
3 Driving Violation	1 Park Violation	
1 Lodge w/o Consent	1 Lewd Behavior	
1 Narcotics/Drug Para	1 Obstruct a PO	
1 Warrant Pick Up	1 Unlawful Acts	
Ward 6		
4 Arrests:		Sunny Springs Park (3)
3 Robbery	1 Driving Violation	
TRAFFIC AND MISDEMEANOR CITATIONS		
Ward 1	HOT CITATION INCIDENT LOCATIONS / PARKS:	Warning Citations
10 Citations:		Gary Dexter Park (2), Bill Briare Park (1), Woofert Park (1), Mirabelli Park (1)
5 Driving Violation	2 Lodge w/o Consent	
2 Park Violation	1 Narcotics/Drug Para	
Ward 2		
5 Citations:		Kellogg Zaher Sports Complex (4), Veterans Memorial Center (1)
4 Driving Violation	1 Assault Battery	
Ward 3		
33 Citations:		Fremont Street Experience (19), Rafael Rivera Park (2), Stupak Community Center (1), Baker Park (1), Hadland Park (1), Gary Reese Freedom Park (1)
13 Driving Violation	4 Assault Battery	4 Lodge w/o Consent
4 Urinate in Public	2 Pedestrian Traffic	3 Obstruct a PO
2 Park Violation	2 FSE Ordinance	3 Pedestrian Traffic
2 Disturb the Peace	1 Obstruct a PO	3 Park Violation
1 Lodge w/o Consent	1 Trespassing	2 Unlawful Acts
1 Malicious Destruction		2 Trespassing
		1 FSE Ordinance
Ward 4		
7 Citations:		Bettye Wilson Sports Complex (2), Majestic Park (1)
6 Driving Violation	1 Park Violation	
Ward 5		
33 Citations:		Ethel Pearson Park (3), Las Vegas DPS (3), Homeless Resource Center (2), Field Services (1), Patriot Park (1), Dula Community Center (1), Lorenzi Park (1)
9 Driving Violation	6 Trespassing	6 Trespassing
5 Unlawful Acts	3 Pedestrian Traffic	4 Lodge w/o Consent
3 Narcotics/Drug Para	3 Urinate in Public	4 Park Violation
2 Lodge w/o Consent	1 Assault Battery	1 Unlawful Act
1 Park Violation		1 Narcotics/Drug Para
Ward 6		
7 Citations:		Sunny Springs Park (3), Centennial Hills Park (2)
3 Assault Battery	2 Malicious Destruction	
1 Park Violation	1 Driving Violation	

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*COVID-19 PANDEMIC DIRECTIVES IN PLACE

ALL WARDS		ARREST AND CITATION ACTIVITY		SUMMARY
Wards	Arrests	Citations	Warning Citations	
Ward 1	4	10	0	
Ward 2	0	5	0	
Ward 3	42	33	18	
Ward 4	1	7	0	
Ward 5	19	33	16	
Ward 6	4	7	0	

Arrests which took place in January 2021, included 140 Misdemeanor charges, 5 Gross Misdemeanor charges, and 20 Felony charges.

FREMONT STREET EXPERIENCE

151 verbal warnings given to patrons for mandatory face masks.

TRANSIENT INTERACTIONS WITH RAPID RESPONSE / OPERATIONS AND MAINTENANCE

DATE	LOCATION	COMPLIANT	NON-COMPLIANT
1/2/2021	Downtown Cleanup	14	0
1/3/2021	Downtown Cleanup	14	0
1/4/2021	Downtown Cleanup	14	0
1/5/2021	Downtown Cleanup	29	0
1/6/2021	Arts/Business District	4	0
1/6/2021	Downtown Cleanup	31	0
1/7/2021	Arts/Business District	10	0
1/7/2021	Downtown Cleanup	26	0
1/8/2021	Arts/Business District	5	0
1/10/2021	Downtown Cleanup	7	1
1/11/2021	Downtown Cleanup	18	0
1/12/2021	Downtown Cleanup	30	0
1/13/2021	Downtown Cleanup	8	0
1/14/2021	Arts/Business District	10	0
1/14/2021	Downtown Cleanup	25	0

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***COVID-19 PANDEMIC DIRECTIVES IN PLACE**

1/15/2021	Downtown Cleanup	15	0
1/16/2021	Downtown Cleanup	6	0
1/17/2021	Downtown Cleanup	18	0
1/19/2021	Downtown Cleanup	21	0
1/20/2021	Downtown Cleanup	24	0
1/21/2021	Arts/Business District	7	0
1/21/2021	Downtown Cleanup	25	0
1/22/2021	Downtown Cleanup	15	0
1/23/2021	Downtown Cleanup	14	0
1/24/2021	Downtown Cleanup	14	0
1/25/2021	Downtown Cleanup	12	0
1/26/2021	Downtown Cleanup	20	0
1/27/2021	Downtown Cleanup	12	0
1/28/2021	Arts/Business District	7	0
1/28/2021	Downtown Cleanup	28	1
1/29/2021	Downtown Cleanup	16	0
1/30/2021	Downtown Cleanup	10	0
1/31/2021	Downtown Cleanup	8	0
	Sub-Total:	517 Compliant	2 Non-Compliant
		Monthly Total: 519	

*Monthly Report includes Arrests and Citations received as of February 1, 2021

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MONTHLY REPORT – DEPUTY CITY MARSHALS – JANUARY 2021*

***COVID-19 PANDEMIC DIRECTIVES IN PLACE**



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COMMISSION FOR ACCREDITATION OF PARKS & RECREATION AGENCIES (CAPRA)

A Journey to Accreditation

Susie Quintana

Administrative Section Manager | CAPRA Coordinator

Department of Parks and Recreation

February 2, 2021



1

Submitted at Meeting
Date: 2/2/2021 Item: 6
Submitted by: Staff



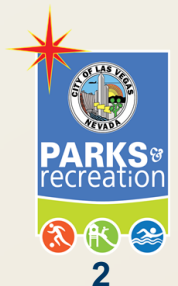
A Journey to Accreditation

Department of Parks and Recreation

► What is CAPRA?

National Recreation and Park Association Commission for Accreditation of Park and Recreation Agencies (CAPRA)

- ⦿ A management system of industry **best practices**.
- ⦿ The **only national accreditation** of park and recreation agencies.
- ⦿ A valuable measure of an agency's overall quality of **operation, management, and service to the community** through a self-assessment, onsite evaluation, and peer review process.
- ⦿ The best way to demonstrate that our agency and staff provide the community with the **highest level of service**.





A Journey to Accreditation

Department of Parks and Recreation

► Why Accreditation for CLV Parks and Recreation?

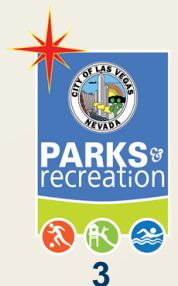
Because there are...

things we know we know,

things we know we don't know, and

things we don't know that we don't know!

By completing this comprehensive review of our policies, procedures and practices we can **more effectively provide quality programs, services and facilities**. It's that simple!



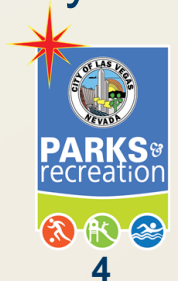


A Journey to Accreditation

Department of Parks and Recreation

► CAPRA Accreditation Benefits - **PUBLIC**

- Develops a **solid administrative and managerial platform** that helps establish legitimacy and credibility within the community.
- Reinforces to the Las Vegas community the importance of leisure, recreation and park enjoyment as a **necessary quality-of-life indicator**.
- Increases **community, financial and social image** of the agency.
- Elevates awareness of public, non-profit and private **leisure, recreation and park experiences** for government policymakers and stakeholders.



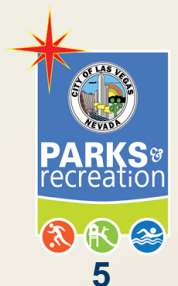


A Journey to Accreditation

Department of Parks and Recreation

► CAPRA Accreditation Benefits – CLV / DEPARTMENT

- ➊ Provides for an **internal self-assessment evaluation process**.
- ➋ Documents **actual practices and action research**.
- ➌ Verbal policies are updated to **written policies**.
- ➍ Establishes **new procedures** with assessable outcomes.
- ➎ Provides a platform for **building relationships** between work units, other departments, agencies and municipalities, etc.
- ➏ Allows for discussions about **process improvements** as well as **interdepartmental collaboration** and **effectiveness**.



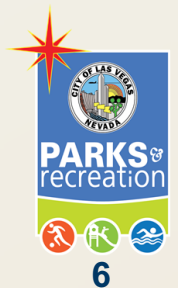


A Journey to Accreditation

Department of Parks and Recreation

► CAPRA Accreditation Benefits – **STAFF**

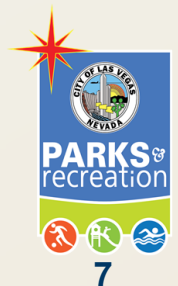
- Enhances the understanding of **why things are done as they are, why policies exist, why changes need to be made**, etc.
- Strengthens **internal practices** and **efficiencies**.
- Creates a **unified work force** with the same goals and objectives in mind to better serve the community.
- Provides opportunities for **skillset development** in working on major department project.
- Provides opportunities for **collaboration** with other staff.



► **CAPRA Accredited Agencies**

186 Agencies – 38 States

Nevada (1)
City of Henderson





A Journey to Accreditation

Department of Parks and Recreation

► Timeline

CAPRA is a 2-year process!

- 🕒 Submit Application for Accreditation
- 🕒 Prepare Self-Assessment Report
- 🕒 Self-Assessment Report Due
- 🕒 Host an Onsite Visit
- 🕒 Attend In-Person Hearing
- 🕒 Annual Report Due

February 2020 ✓

January 2021 → January 2022

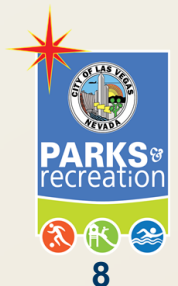
10 Weeks Prior to Scheduled Onsite Visit

March-June 2022

Fall 2022 at NRPA Conference

Upon Accreditation

Reaccreditation every 5 years (2027).

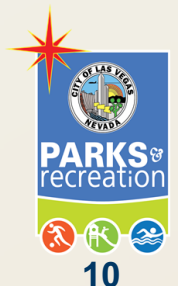
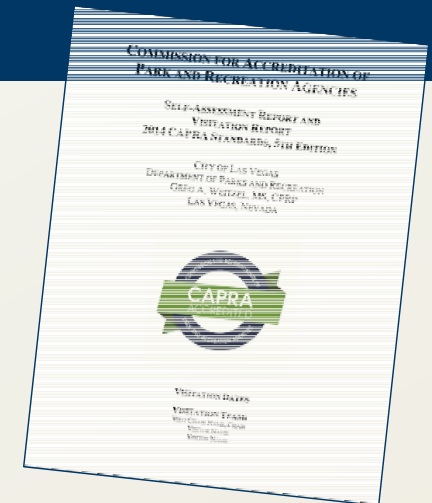


► Self-Assessment Report

The **Self-Assessment Report** provides NRPA with descriptions on how we are meeting each standard along with evidence of compliance documentation.

The report contains three sections:

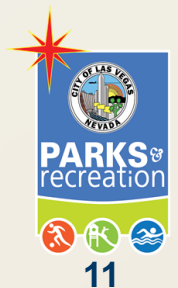
1. Standard: Description of standard
2. Evidence of Compliance: Information identifying how the standard is being addressed.
3. Self-Review: An evaluation of whether a standard is met or not met.



► Self-Assessment Report

10 Chapters – 154 Total Standards – 36 ★ Fundamental Standards

- ① Agency Authority, Role and Responsibility
- ② Planning
- ③ Organization and Administration
- ④ Human Resources
- ⑤ Financial Management
- ⑥ Programs and Services Management
- ⑦ Facility and Land Use Management
- ⑧ Public Safety, Law Enforcement, and Security
- ⑨ Risk Management
- ⑩ Evaluation, Assessment, and Research



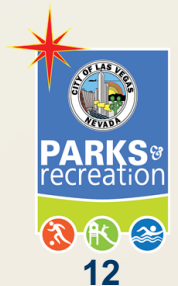


A Journey to Accreditation

Department of Parks and Recreation

► CAPRA Standards

-  Statement of desired practice
-  Not quantitative measures
-  Element of effective and efficient operation
-  Deal with all aspects of the agency
-  Relationships to other organizations





A Journey to Accreditation

Department of Parks and Recreation

► CAPRA Key Documents

- Policy Manual
- Parks and Recreation Master Plan
- Strategic Plan
- Marketing Plan
- Community Relations Plan
- Recreation Program Plan
- Area and Facilities Development Plan
- Maintenance and Operations Plan
- Recycling and Zero Waste Plan
- General Security Plan
- Emergency Risk Communications Plan
- Risk Management Plan
- Recreation and Leisure Trends Analysis



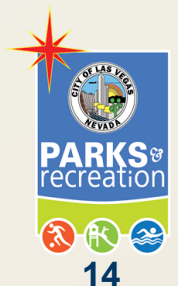


A Journey to Accreditation Department of Parks and Recreation

► **The Role of Parks and Recreation Advisory Commission**

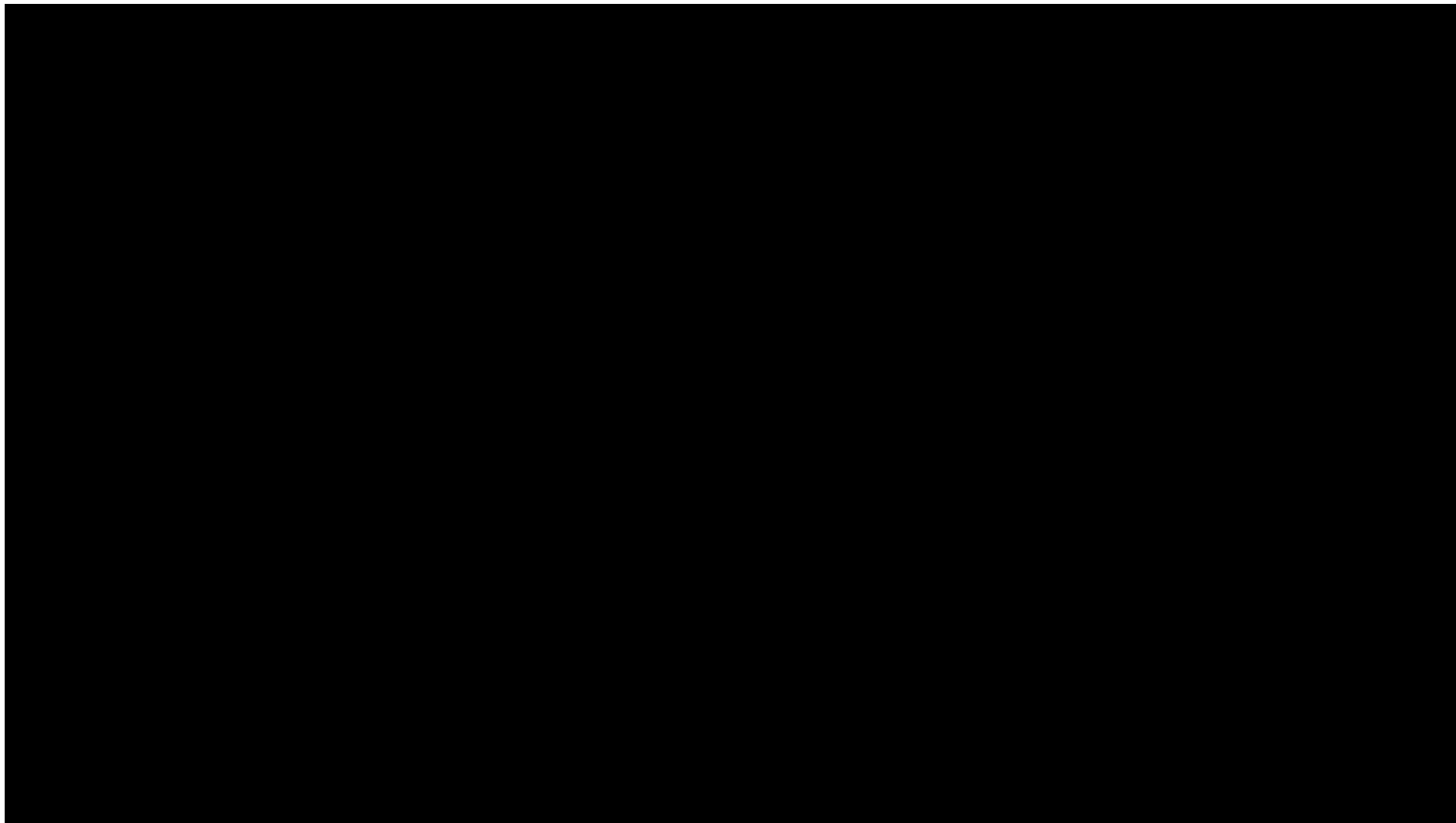
To provide assistance with self-assessment review, including:

-  Gathering research
-  Identifying evidence of compliance
-  Writing narratives
-  Assisting with plan development, documentation, etc.
-  Providing guidance within area of expertise





Celebrating 25 Years of Giving
Communities the Very Best





A Journey to Accreditation

Department of Parks and Recreation

► The Role of Parks and Recreation Advisory Commission

Interested?

We'd love to have you join our CAPRA Team!

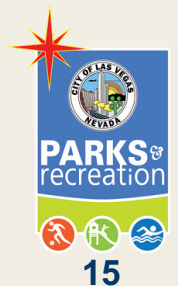


Contact Susie Quintana, CAPRA Coordinator

(702) 229-1832

squintana@lasvegasnevada.gov

“Teamwork divides the task and multiplies the success!”



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Any questions?

Thank you for your time today!





CAPRA COORDINATOR

Susie Quintana

Administrative Section Manager
Department of Parks and Recreation
451 E. Bonanza Road
(702) 229-1832 squintana@lasvegasnevada.gov

Process to Become Accredited



NRPA's Commission for Accreditation of Park and Recreation Agencies (CAPRA) provides quality assurance and quality improvement of accredited park and recreation agencies throughout the United States by providing agencies with a management system of best practices. CAPRA is the only national accreditation of park and recreation agencies and is a valuable measure of an agency's overall quality of operation, management, and service to the community. Achieving CAPRA accreditation is the best way to demonstrate that your agency and your staff provide your community with the highest level of service.

CAPRA Accreditation Process

The following steps outline NRPA's [Commission for Accreditation of Park and Recreation Agencies \(CAPRA\)](#) Accreditation Process.

1. Complete Application

To demonstrate your intention, please fill out and submit the [application for accreditation](#) with the fee. Your agency will have **2 years** from this application date to schedule your site visit and your hearing will take place that same year.

2. Attend Training

All agencies seeking accreditation must have a member of their staff attend a training session to prepare for the accreditation process. There are several options available:

- [NRPA Annual Conference](#)
- [Upcoming Training Opportunities](#)
- [Individualized agency training requests](#)

3. Prepare a Self-Assessment Report

Your agency will be required to provide NRPA with descriptions of how your agency is meeting each standard along with evidence of compliance documentation in the form of a self-assessment report that is to be completed online. **The self-assessment is due 10 weeks prior to your onsite visit.**

4. Host an Onsite Visit

If your self-assessment is approved you will be granted a site visit. During this onsite visit a group of NRPA assigned visitors will inspect your agency's facilities and evaluate all documentation you provided in depth to determine whether or not you have met or exceeded the required standards. This visit typically takes three days and will be scheduled from March to June of the year of your hearing.

5. Attend In-Person Hearing

Successful completion of the previous steps may qualify your agency to participate in the annual CAPRA hearing during the NRPA Annual Conference taking place each fall. During this hearing a decision will be made regarding your accreditation status.

Reaccreditation Will Be Required Every 5 Years

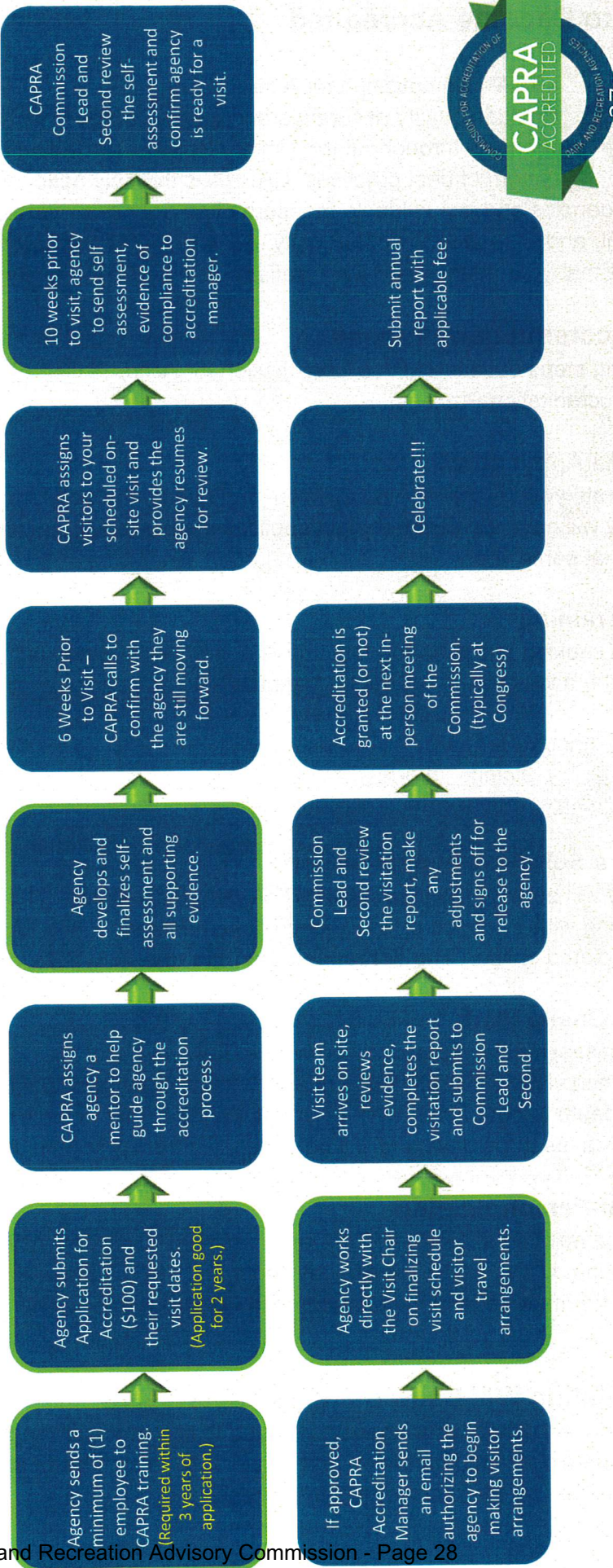
If accreditation is granted, your agency will need to reaccredit within 5 years of that date. It is important for you to maintain all documentation and compliance to standards after your initial accreditation to better prepare you for the reaccreditation process.



National Recreation
and Park Association

the accreditation process

Accreditation Process



National Recreation and Park Association
Commission for Accreditation of Parks and Recreation Agencies (CAPRA)



A Journey to Accreditation
Department of Parks and Recreation

ACCREDITATION PROCESS / TIMELINE

Complete Application (2 years for completion)	February 2020
Identify Chapter Leads	January 23, 2020
Finalize Work Groups	January/February 2020
Chapter Lead Meetings (2020)	
Kick-Off	February 12, 2020
Initial Chapter Lead Report-Out	March 12, 2020
12-Month Extension Granted (NRPA)	August 20, 2020
Prepare a Self-Assessment Report	Calendar Year 2021
Chapter Lead Meetings (2021)	
Kickoff to 2021 “Mission Possible”	January 7, 2021
Monthly Chapter Report Out Meetings	February 2021-January 2022
Self-Assessment Report Due (10 Weeks Prior to Scheduled Onsite Visit)	January 2022
Host an Onsite Visit (3-day onsite review)	March-June 2022
Attend In-Person Hearing (at NRPA Annual Conference)	September/October 2022
Reaccreditation (Every 5 Years)	2027

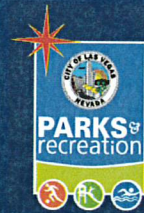


COMMISSION FOR ACCREDITATION OF PARKS & RECREATION AGENCIES (CAPRA)

A Journey to Accreditation

Susie Quintana

Administrative Section Manager | CAPRA Coordinator
Department of Parks and Recreation
February 2, 2021



1



A Journey to Accreditation
Department of Parks and Recreation

► What is CAPRA?

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- ➊ A management system of industry **best practices**.
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2

► **Why Accreditation for CLV Parks and Recreation?**

Because there are...

things we know we know,
things we know we don't know, and
things we don't know that we don't know!

By completing this comprehensive review of our policies, procedures and practices we can **more effectively provide quality programs, services and facilities**. It's that simple!



► **CAPRA Accreditation Benefits - PUBLIC**

- ➊ Develops a **solid administrative and managerial platform** that helps establish legitimacy and credibility within the community.
- ➋ Reinforces to the Las Vegas community the importance of leisure, recreation and park enjoyment as a **necessary quality-of-life indicator**.
- ➌ Increases **community, financial and social image** of the agency.
- ➍ Elevates awareness of public, non-profit and private **leisure, recreation and park experiences** for government policymakers and stakeholders.



► **CAPRA Accreditation Benefits – CLV / DEPARTMENT**

- ➊ Provides for an **internal self-assessment evaluation process**.
- ➋ Documents **actual practices and action research**.
- ➌ Verbal policies are updated to **written policies**.
- ➍ Establishes **new procedures** with assessable outcomes.
- ➎ Provides a platform for **building relationships** between work units, other departments, agencies and municipalities, etc.
- ➏ Allows for discussions about **process improvements** as well as **interdepartmental collaboration and effectiveness**.



► **CAPRA Accreditation Benefits – STAFF**

- ➊ Enhances the understanding of **why thing are done as they are, why policies exist, why changes need to be made**, etc.
- ➋ Strengthens **internal practices and efficiencies**.
- ➌ Creates a **unified work force** with the same goals and objectives in mind to better serve the community.
- ➍ Provides opportunities for **skillset development** in working on major department project.
- ➎ Provides opportunities for **collaboration** with other staff.



► **CAPRA Accredited Agencies**



► **Timeline**

CAPRA is a 2-year process!

- | | |
|--|--|
| ➊ Submit Application for Accreditation | February 2020 ✓ |
| ➋ Prepare Self-Assessment Report | January 2021 → January 2022 |
| ➌ Self-Assessment Report Due | 10 Weeks Prior to Scheduled Onsite Visit |
| ➍ Host an Onsite Visit | March-June 2022 |
| ➎ Attend In-Person Hearing | Fall 2022 at NRPA Conference |
| ➏ Annual Report Due | Upon Accreditation |

Reaccreditation every 5 years (2027).



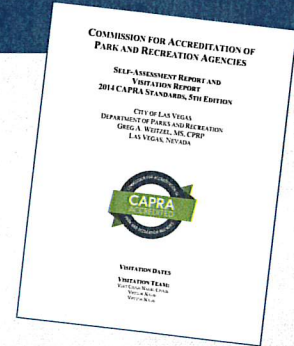
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► **Self-Assessment Report**

The **Self-Assessment Report** provides NRPA with descriptions on how we are meeting each standard along with evidence of compliance documentation.

The report contains three sections:

1. Standard: Description of standard
2. Evidence of Compliance: Information identifying how the standard is being addressed.
3. Self-Review: An evaluation of whether a standard is met or not met.



► **Self-Assessment Report**

10 Chapters – 154 Total Standards – 36 ★ Fundamental Standards

- ❶ Agency Authority, Role and Responsibility
- ❷ Planning
- ❸ Organization and Administration
- ❹ Human Resources
- ❺ Financial Management
- ❻ Programs and Services Management
- ❼ Facility and Land Use Management
- ❽ Public Safety, Law Enforcement, and Security
- ❾ Risk Management
- ❿ Evaluation, Assessment, and Research



► **CAPRA Standards**

- ➊ Statement of desired practice
- ➋ Not quantitative measures
- ➌ Element of effective and efficient operation
- ➍ Deal with all aspects of the agency
- ➎ Relationships to other organizations



► **CAPRA Key Documents**

- | | |
|--|--|
| ➊ Policy Manual | ➊ Recycling and Zero Waste Plan |
| ➋ Parks and Recreation Master Plan | ➋ General Security Plan |
| ➌ Strategic Plan | ➌ Emergency Risk Communications Plan |
| ➍ Marketing Plan | ➍ Risk Management Plan |
| ➎ Community Relations Plan | ➎ Recreation and Leisure Trends Analysis |
| ➏ Recreation Program Plan | |
| ➐ Area and Facilities Development Plan | |
| ➑ Maintenance and Operations Plan | |



► **The Role of Parks and Recreation Advisory Commission**

To provide assistance with self-assessment review, including:

- ➊ Gathering research
- ➋ Identifying evidence of compliance
- ➌ Writing narratives
- ➍ Assisting with plan development, documentation, etc.
- ➎ Providing guidance within area of expertise



► **The Role of Parks and Recreation Advisory Commission**

Interested?

We'd love to have you join our CAPRA Team!

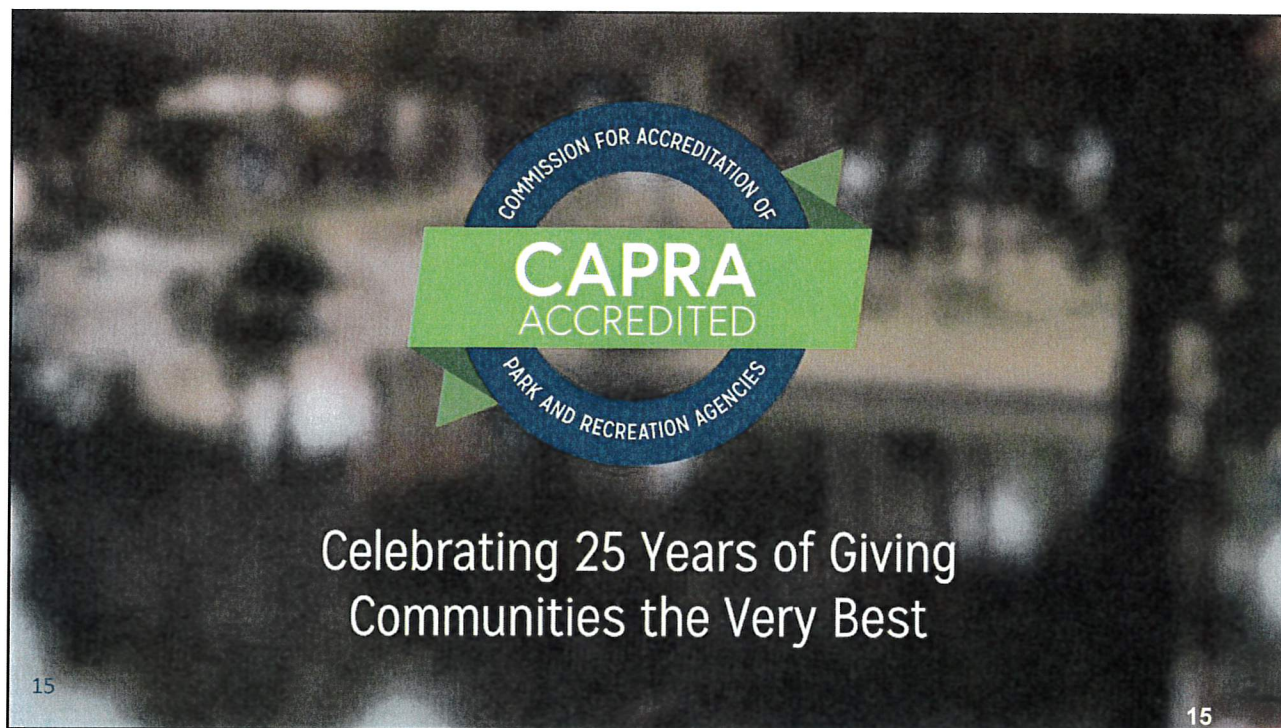


Contact Susie Quintana, CAPRA Coordinator
(702) 229-1832

squintana@lasvegasnevada.gov

"Teamwork divides the task and multiplies the success!"





MISSION POSSIBLE 

A Journey to Accreditation
Department of Parks and Recreation

Any questions?

Thank you for your time today!


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National Recreation and Park Association
Commission for Accreditation of Parks and Recreation Agencies (CAPRA)



A Journey to Accreditation

Department of Parks and Recreation

SELF-ASSESSMENT REPORT

- 1.0..... AGENCY AUTHORITY, ROLE AND RESPONSIBILITY
- 2.0..... PLANNING
- 3.0..... ORGANIZATION AND ADMINISTRATION
- 4.0..... HUMAN RESOURCES
- 5.0..... FINANCIAL MANAGEMENT
- 6.0..... PROGRAMS AND SERVICES MANAGEMENT
- 7.0..... FACILITY AND LAND USE MANAGEMENT
- 8.0..... PUBLIC SAFETY, LAW ENFORCEMENT, AND SECURITY
- 9.0..... RISK MANAGEMENT
- 10.0 EVALUATION, ASSESSMENT, AND RESEARCH

154 Standards

★ = Fundamental Standard (n=36)

Initial Accreditation

Must comply with all 36 Fundamental Standards and 107 (90%) of the 118 Non-Fundamental Standards

Reaccreditation

Must comply with all 36 Fundamental Standards and 113 (95%) of the 118 Non-Fundamental Standards

1.0 – AGENCY AUTHORITY, ROLE AND RESPONSIBILITY

1.1 – Source of Authority ★

Standard: The source of agency authority or legal basis of operation and the extent of powers shall be identified in a legal document such as the state statute, local charter, city ordinance, or park district code.

Suggested Evidence of Compliance: Provide legal citation and, if appropriate, date of resolution by local governing entity or legal authority (i.e., enabling act, support documentation, ordinance; if permissive state authority, provide charter).

1.1.1 – Approving Authority/Policy Body

Standard: The agency organizational structure shall provide for one public entity responsible for policy-making functions. This entity usually has taxing power and must approve the budget; it holds title to property. It also serves an important function in providing input to improve and expand park and recreation programs, services, and facilities.

Suggested Evidence of Compliance: Provide a chart or diagram and narrative description of the organizational structure, interrelationship of organizational components and powers of authority over policy-making; show the relationship of the agency to its approving authority and provide the approving authority bylaws or charter.

1.1.2 – Citizens Advisory Boards/Committees

Standard: There shall be citizen boards/committees that are advisory to the agency and the approving authority that appoints them. Advisory boards engage the community and serve as advocates for the advancement of programs, facilities, and services.

Suggested Evidence of Compliance: Provide list of boards/committees with membership, authority, responsibilities and duties, terms of office, meeting minutes.

1.2 – Periodic Timetable for Review of Documents

Standard: To meet this standard, the agency must specify its internal schedule to review the documentation required to meet each of the 28 listed standards. To meet each standard the agency must show that it is following its review schedule. This standard requires the agency to commit to performing reviews according to a timetable that it selects for itself.

1. Agency Goals and Objectives
2. Administrative Policies and Procedures
3. Park and Recreation System Master Plan
4. Strategic Plan
5. Community Relations Plan
6. Marketing Plan
7. Records Management Policy and Procedures
8. Records Disaster Mitigation and Recovery Plan and Procedures
9. Personnel Policies and Procedures Manual
10. Recruitment Process
11. Compensation Plan
12. Job Analyses for Job Descriptions
13. Workforce Health and Wellness Program
14. Employee Training and Development Program
15. Comprehensive Revenue Policy
16. Recreation Programming Plan
17. Program Objectives
18. Community Education for Leisure Process
19. Parkland Acquisition Procedures
20. Area and Facilities Development Policies and Procedures
21. Maintenance and Operations Management Standards
22. Facility Legal Requirements
23. Recycling and/or Zero Waste Plan
24. General Security Plan
25. Emergency Risk Communications Plan
26. Risk Management Policy
27. Needs Assessment
28. Recreation and Leisure Trends Analysis

Suggested evidence of compliance: Provide the agency review schedule for the document, program, policy or procedure referenced in the enumerated standards.

1.2.1 – Document Approval Authority

Standard: Adopts “approving authority” as the generic term for the appropriate entity that approves policies, procedures, rules, and regulations, including key documents. Standards with an adoption or approval requirement are:

1. Vision
2. Responsibilities of Approving Authority, Chief Administrator, and Staff
3. Policies, Rules and Regulations, and Operational Procedures
4. Community Comprehensive Plan with Park and Recreation Component
5. Park and Recreation System Master Plan
6. Strategic Plan
7. ADA Transition Plan
8. Public Information Policy and Procedure
9. Leadership Succession Procedure
10. Annual or Biennial Budget
11. Codes, Laws, and Ordinances
12. Risk Management Policy
13. Risk Management Plan and Procedures

Suggested Evidence of Compliance: Provide documentation that the agency budget and park and recreation system master plan have been duly adopted or approved by the entity responsible for policy-making and that other documents designated for approval by the appropriate approving authority have been approved in a manner consistent with the agency process and procedure for approval of policies, rules, regulations, and operational procedures.

1.3 – Jurisdiction

Standard: The specific geographical boundaries of the agency’s jurisdiction shall be set forth by geographical description and map.

Suggested Evidence of Compliance: Provide a map with geographical boundaries of jurisdiction and service areas, including location of facilities identified.

1.4 – Mission ★

Standard: There shall be an established mission statement that defines the direction and purpose of the agency. The agency mission is the purpose or reason for the existence of the agency and establishes the long-term direction for the agency services and activities.

Suggested Evidence of Compliance: Provide the established mission statement.

1.4.1 – Agency Goals and Objectives ★

Standard: There shall be established, measurable goals and objectives for the agency and for each organizational component within the agency. Such goals and objectives shall be directed toward accomplishing the agency mission, be reviewed periodically, and distributed to all appropriate personnel.

Suggested Evidence of Compliance: Provide the measurable goals and objectives for each organizational component, with evidence of periodic review and distribution.

1.4.2 – Personnel Involvement

Standard: The agency shall have an established process for acquiring and considering input from personnel at various levels of the organization in the development of goals and objectives.

Suggested Evidence of Compliance: Provide examples of the methods utilized to obtain input from personnel at various levels of the organization (e.g., surveys, focus groups, etc.) and how the organization's goals and objectives are communicated to all personnel.

1.5 – Vision ★

Standard: The agency shall provide an adopted Vision Statement that is aspirational, far reaching, and states where the agency is going. It should be available to the approving authority, staff, and participants.

Suggested Evidence of Compliance: Provide evidence of adopted Vision statement that is available to the approving authority, staff, and participants.

1.6 – Policies, Rules and Regulations, and Operational Procedures

Standard: Responsibilities of Approving Authority, Chief Administrator, and Staff, and Policies, Rules and Regulations, and Operational Procedures

Suggested Evidence of Compliance: Show delegation of responsibilities among approving authority, chief administrator, and staff regarding development and implementation of policies, rules, regulations, and operational procedures.

1.6.1 – Administrative Policies and Procedures ★

Standard: There shall be policies and procedures, encompassing administrative aspects of the organization that are kept up-to date, reviewed periodically, and made available to pertinent administrative and supervisory personnel.

Suggested Evidence of Compliance: Provide access to the agency policies and procedures, demonstrate how they are made available to personnel, and provide evidence of periodic review by the approving authority and administrators.

1.7 – Agency Relationships ★

Standard: There shall be ongoing liaison roles with complementary organizations, such as nearby park and recreation agencies, social service organizations, and other governmental units and regulatory bodies.

Suggested Evidence of Compliance: Provide evidence of cooperative efforts, including a list of staff with liaison responsibility. This information may be evidenced through Memoranda of Agreement, Memoranda of Understanding, Cooperative Agreements, etc.

1.7.1 – Operational Coordination and Cooperation Agreements

Standard: There shall be established agreements with other agencies, organizations, or individuals that entail cooperative use and maintenance of facilities, programing, facility design, land development, finances, etc.

Suggested Evidence of Compliance: Provide examples of cooperative agreements.

2.0 - PLANNING

2.1 – Overall Planning Function within Agency

Standard: The agency shall have planning functions with established responsibilities, including at least one staff member or consultant with planning capability.

Suggested Evidence of Compliance: Provide the responsibilities and functions of the planning entity. Provide resumes of training and experience for staff and/or consultants who have planning capabilities.

2.2 – Involvement in Local Planning ★

Standard: The agency shall be involved in local planning, e.g. comprehensive planning, strategic planning, and capital improvement planning by reviewing development proposals, monitoring the decisions of planning and zoning boards or commissions and participating on task forces and committees that will impact parks and recreation services within the jurisdiction.

Suggested Evidence of Compliance: Demonstrate the role of the agency in local planning through personnel assignments and documentation of involvement, e.g. minutes, agendas, and cooperative agreements.

2.3 – Planning with Regional, State, and Federal Agencies

Standard: The agency shall have a working relationship with the regional, state, and federal agencies to ensure the coordination of planning efforts that affect the delivery of parks and recreation services within the jurisdiction.

Suggested Evidence of Compliance: Define the role of agency personnel and documentation of involvement (minutes, agendas, cooperative agreements) in regional, state, and federal agencies planning.

2.3.1 – Community Comprehensive Plan with Park and Recreation Component

Standard: The jurisdiction with land use authority within which the agency operates shall have a comprehensive plan adopted by the governing authority that dictates public policy in terms of transportation, utilities, public facilities, land use, recreation, and housing. In some jurisdictions the comprehensive plan is called the general plan or the land use plan. Zoning for the jurisdiction is based upon the comprehensive plan. To meet this standard, the comprehensive plan shall have a park and/or recreation component that discusses how the jurisdiction intends to meet the needs for parkland and public recreation facilities in concert with other land use priorities.

Suggested Evidence of Compliance: Provide the current plan, with date of official approval.

2.4 – Park and Recreation System Master Plan ★

Standard: The agency shall have a comprehensive park and recreation system plan that provides recommendations for provision of facilities, programs and services; parkland acquisition and development; maintenance and operations; and administration and management. The plan shall be officially adopted by the policymaking body, updated periodically and linked with a capital improvement budget and a phased development program. The system master plan shall implement policies adopted in the comprehensive plan for the jurisdiction. Interested and affected agencies, organizations, and groups shall be engaged in the planning process.

Suggested Evidence of Compliance: Provide the current plan with documentation of official approval; describe update process; and describe a phased implementation program with linkage to the agency's capital improvement budget. The system master plan shall include:

- a. Agency mission;
- b. Agency objectives;
- c. Recreation and leisure trends analysis;
- d. Needs assessment;
- e. Community inventory; and
- f. Level of service standards

2.5 – Strategic Plan ★

Standard: An agency shall have a strategic plan, approved by the approving authority, stating how the agency will achieve its mission, goals, and objectives over an extended period of time, typically three to five years. The strategic plan shall be reviewed annually. The goals and objectives of the plan shall be measurable to demonstrate progress and results. The strategic plan shall support the priorities and initiatives of the whole organization. The strategic plan is a tool to implement the Parks and Recreation System Master Plan.

Suggested Evidence of Compliance: Provide the agency's strategic plan, date of approval by approving authority, evidence of last review, and indicate progress being made in implementing the plan.

2.6 – Feasibility Studies

Standard: Studies shall be conducted to determine the feasibility of proposed facilities.

Suggested Evidence of Compliance: Provide examples of recent feasibility studies such as market, cost benefit, site, and transportation, environmental and economic analyses.

2.7 – Site Plans

Standard: There shall be site plans to guide the use of existing and the development of future areas and facilities. A site plan is a depiction of a park site of that is drawn to scale and delineates features such as building and facility locations, roads and trails, use areas and utility easements.

Suggested Evidence of Compliance: Provide a representative sampling of the agency's area and facility site plans.

2.8 – Historical and Cultural Resource Management Plans

Standard: Historical and cultural plans include an inventory of historical, cultural resources and strategies for how they will be managed. These resources may be addressed as part of the jurisdiction's comprehensive plan or the agency's park and recreation system master plan.

Suggested Evidence of Compliance: Provide the historical and cultural plan(s).

2.9 – Community Involvement ★

Standard: The agency shall include community involvement in the planning process that includes ongoing and systematic outreach to include the entire community. It is critical that the diversity of individuals (i.e., all cultures, ages, and abilities) and local, regional, and national non-governmental community organizations, agencies, businesses, and service providers such as the Red Cross, Sierra Club, Trust for Public Land, YMCA/YWCA, Boys and Girls Club, and local foundations and employers are afforded opportunities for input.

Suggested Evidence of Compliance: *Describe how the diverse interests (community organizations, businesses and individuals) of the community were involved in the planning process.*

2.10 – ADA Transition Plan

Standard: The agency shall develop and adopt a phased plan for the removal of barriers at existing recreation facilities, parks, and amenities owned or operated by the agency, pursuant to the requirements of the US Department of Justice Title II regulation issued September 14, 2010 and effective March 15, 2011.

Suggested Evidence of Compliance: *Submit minutes of the approving authority meeting approving the transition plan, or a copy of the plan noting the dates and times when plan tasks were completed.*

3.0 – ORGANIZATION AND ADMINISTRATION

3.1 – Organizational Structure ★

Standard: The agency shall establish a staff organizational structure that reflects its methods of operation, its relationship to the community, and the relationships among the different organization components.

Suggested Evidence of Compliance: Provide a chart showing the agency's organizational structure, interrelationships among organizational components, and the function of each component. Organizational components are the major subdivisions of the organization, e.g. departments and divisions. Indicate how this information is made available to staff and the public.

3.2 – Administrative Offices

Standard: The agency administrative offices shall be accessible to the public and staff. There shall be administrative, meeting and storage space, and equipment adequate to perform the agency's functions and responsibilities.

Suggested Evidence of Compliance: Provide documentation that describes the types of office space and administrative equipment used by the agency and how access is provided to the staff and the public.

3.2.1 – Support Services

Standard: Sufficient and appropriate equipment, technology, clerical and administrative staff shall be provided to enable the professional staff to perform their appropriate functions.

Suggested Evidence of Compliance: Describe the equipment, technology, and services used to support professional staff.

3.3 – Internal Communication ★

Standard: A communication system shall be established to ensure the accurate and timely transfer of internal information among staff.

Suggested Evidence of Compliance: Provide a communication matrix illustrating how internal communications are managed by the agency.

3.4 – Public Information Policy and Procedure ★

Standard: The agency shall have approved policies that govern what information shall be released, when it should be released, and by whom it should be released and that demonstrate the agency's commitment to inform the community and news media of events involving the agency.

Suggested Evidence of Compliance: Provide the written statement of policy and procedure, indicating approval by the proper authority.

3.4.1 – Public Information and Community Relations Responsibility

Standard: A specific position in the agency shall be designated to direct the public information and community relations functions. The position serves as a point of control for information dissemination to the community and the media. The intent of the standard is to establish the authority and responsibility for developing and coordinating the agency's community relations function in an identifiable position.

Suggested Evidence of Compliance: Provide the position description that reflects responsibilities for public information and community relations functions.

3.4.2 – Community Relations Plan

Standard: The agency shall have an established community relations plan that identifies and addresses community needs for all segments of its service population, which is evaluated periodically for effectiveness.

Suggested Evidence of Compliance: Provide the community relations plan and latest evaluation. The community relations plan shall address the following:

- a. Community relations policies for the agency;
- b. Process and procedure for establishing contact with community organizations and other community groups;
- c. Training needs for staff and community.

The community relations plan and marketing plan is often included in a single document.

3.4.3 – Marketing Plan

Standard: The agency shall have an established marketing plan, based on market research that is evaluated periodically for effectiveness. The fundamental principle of marketing is to gain an understanding of customer needs, wants, concerns and behaviors. The marketing plan addresses the appropriate mix of communications tools to promote agency programs, facilities, events and services and to provide accurate, timely and useful information to the various segments of the target audience.

Suggested Evidence of Compliance: Provide the plan and latest evaluation. The plan shall include:

- a. Marketing objectives;
- b. Situation assessment, to include:
 1. Examination of demographic trends
 2. Economic climate
- c. Market coverage by alternative providers;
- d. Segmentation, targeting, and positioning;
- e. Marketing mix;
- f. Marketing methods
- g. Evaluation criteria and methods.

Research is important to support segmentation, targeting, and positioning. Common evaluation methods include surveys, focus groups, customer comment cards, and mystery shopping.

3.4.3.1 – Marketing Responsibility

Standard: A specific position shall be designated to direct the marketing function. Marketing functions shall be the responsibility of a permanent position of the agency that works closely with all agency units in developing, coordinating, and implementing the agency marketing plan.

Suggested Evidence of Compliance: Provide the position description that includes responsibility for marketing.

3.4.3.2 – Social Media Policy

Standard: An agency shall have a policy on the use of social media in their public relations and marketing efforts. The policy should include how social media is issued in both community relations and marketing programs, identification of social media platforms, type of content and designated person for management and operation of the platforms.

Suggested Evidence of Compliance: Provide a copy of the Social Media Policy.

3.5 – Utilization of Technology

Standard: Technology shall be used to enable the agency to operate more efficiently and effectively. The agency should research and apply such resources progressively.

Suggested Evidence of Compliance: Provide examples of progressive adoption, upgrade, installation, and/or use of technology. Examples could include but are not limited to communications and security systems, energy and records management systems, data management and sharing systems, lighting and irrigation systems, work orders and work assignment applications, financial systems, and class registration systems.

3.5.1 – Management Information Systems ★

Standard: The Agency shall have management information systems that can produce reliable statistical and data summaries of agency activities, such as daily, monthly, and annual reports for use in management decision-making. The reports shall provide comparative data and statistics.

Suggested Evidence of Compliance: Provide examples of recent statistical and data summaries and describe their use in management decision-making.

3.6 – Records Management Policy and Procedures

Standard: The agency shall have established policy and procedures for control, maintenance, and retention of records that are periodically reviewed. Records management policies and procedures address retention, disposal, access, disclosure and distribution of documents, including freedom of information requests, and they must be consistent with legal requirements.

Suggested Evidence of Compliance: Provide records management policy and procedures and a copy of the most recent review.

3.6.1 – Records Disaster Mitigation and Recovery Plan and Procedures

Standard: There shall be an established records disaster mitigation and recovery plan and procedures that are periodically reviewed for protecting records, storing them and recovering critical information after a disaster.

Suggested Evidence of Compliance: Provide the records disaster mitigation and recovery plan and procedures and a copy of the most recent review.

4.0 – HUMAN RESOURCES

4.1 – Personnel Policies and Procedures Manual ★

Standard: There shall be established policies that are reviewed periodically and govern the administration of personnel procedures for both professional and nonprofessional employees. The personnel policies and procedures manual shall be available to each employee, as appropriate to the position.

Suggested Evidence of Compliance: Provide the personnel policies and procedures manual and the date of latest review. The personnel practices shall include procedures for:

- a. Selection, hiring, and dismissal;
- b. Benefits including retirement, insurance, leaves, and other benefits;
- c. Salary schedule;
- d. Incentive system; and
- e. Staff development program

4.1.1 – Code of Ethics ★

Standard: There must be an established statement of ethical principles for agency personnel that provide a clear understanding of ethical responsibility involving issues as related to the park and recreation system, business dealings with other entities, interrelationships with other organizations and agencies, and interactions with participants.

Suggested Evidence of Compliance: Provide the code of ethics.

4.1.1.1 – Staff Acceptance of Gifts and Gratuities

Standard: The agency shall have an established policy for the acceptance of gifts and gratuities by staff members.

Suggested Evidence of Compliance: Provide the policy on acceptance of gifts and gratuities by staff members.

4.1.2 – Recruitment Process

Standard: There shall be a comprehensive recruitment process to attract qualified personnel that is based upon established recruitment procedures with specific recruitment objectives that are reviewed periodically. It is understood that in certain cases an agency is required to handle its personnel through a state or local civil service merit system, and is, therefore, linked to that system in the recruitment of its park and recreation personnel. Agencies are obligated to comply with all applicable statutes and policy statements.

Suggested Evidence of Compliance: Provide recruitment procedures, recruitment objectives, and last review.

4.1.3 – Equal Opportunity Employment and Workforce Diversity ★

Standard: There shall be an established policy regarding diversity with evidence of implementation that assures equal opportunities for employment, promotion, and equity in employment working conditions and that complies with the American Disabilities Act.

Suggested Evidence of Compliance: Provide the equal opportunity and workforce diversity policy and show evidence of implementation.

4.1.4 – Selection Process

Standard: There shall be comprehensive procedures for hiring personnel. The agency shall also have a role in determination of skills and the personal attributes required for positions.

Suggested Evidence of Compliance: *Provide selection process procedures and evidence that procedures are being followed. The procedures shall include information about the purpose, development, validity, utility, fairness, adverse impact, administration, scoring, and interpretation of all elements used in the selection process.*

4.1.5 – Background Investigation ★

Standard: The agency process for hiring personnel shall include procedures for a national background investigation prior to appointment, including verification of a candidate's qualifying credentials, review of a candidate's civil and criminal record, particular attention to drug and child/adult-abuse records, and driving record for employees assigned to operate motor vehicles. Part of the process shall include criteria for disqualification which at a minimum is consistent with the "Criteria for Exclusion" guidelines adopted by the National Recreation and Parks Association.

Suggested Evidence of Compliance: *Provide the background investigation procedures and examples of background checks completed.*

4.1.6 – Employee Benefits

Standard: There shall be an established employee benefits plan. Each of the benefits provided to employees shall be described in terms of what is provided, under what conditions, and the extent of the benefit. Types of benefits often include administrative leave, holiday leave, sick leave, vacation leave, retirement program, health insurance program, disability and death benefits program, liability protection program, provision of clothing and equipment used by employees in performing park and recreation functions, employee education benefits, if any, and personnel support services to employees.

Suggested Evidence of Compliance: *Provide the employee benefits plan.*

4.1.7 – Supervision

Standard: There shall be constructive and effective supervision of all personnel to help them grow professionally and improve programs and services. Supervision is an on-going and systematic process that is helpful for the well-being of the individual and agency. Important characteristics of effective supervision are the ability to communicate expectations, delegate authority commensurate with the assigned tasks, provide feedback, and motivate. There should be supervisory processes, procedures, or tools that highlight staff orientation, staff coaching, mentoring and training, performance review, and human resource policies affecting supervision of staff such as those dealing with harassment and discipline.

Suggested Evidence of Compliance: *Provide examples of processes, procedures, or tools used to assure constructive and effective employee supervision.*

4.1.8 – Compensation Plan

Standard: There shall be an established compensation plan and that establishes equity of compensation among units within the agency that is reviewed periodically. The compensation plan for an agency shall take into account agency employment standards, agency skill needs, and compensation levels offered by other local employers.

Suggested Evidence of Compliance: *Provide the compensation plan and a copy of its most recent review or update.*

4.1.9 – Performance Evaluation

Standard: There shall be a fair and systematic procedure for annual or periodic appraisal of job performance. Personnel evaluation shall be utilized for the development and improved quality of the individual's performance on the job, as well as a basis for promotion, monetary increments, and dismissal. Although evaluation is a day-by-day process, there shall be periodic specific reviews with the employee. An employee's personnel file shall include a written annual evaluation.

Suggested Evidence of Compliance: Provide the procedures and a sample of completed performance evaluations without identifying personal information.

4.1.10 – Promotion

Standard: There shall be an established policy and procedures available to all employees defining the promotion process and the agency's role. The park and recreation agency may rely upon a state or local civil service commission, or other public or private external organization to administer one or more elements of the process in accordance with legal, professional, and administrative requirements.

Suggested Evidence of Compliance: Provide the policy and procedures, and indicate how they have been communicated to employees.

4.1.11 – Disciplinary System

Standard: There shall be an established disciplinary system based on the code of conduct and performance. The system shall specify the conduct expected of employees. Prohibitions should be specific, whereas approved behavior may be stated in general terms (e.g., courtesy, punctuality).

Suggested Evidence of Compliance: Provide the code of conduct and performance and the policies and procedures that guide the disciplinary system and how this information is communicated and made accessible to employees. Include copies of disciplinary action steps included in collective bargaining agreements, if applicable. This system shall address the following topics:

- a. Compliance with agency statements;
- b. Unbecoming conduct;
- c. Appropriate appearance;
- d. Use of alcohol and drugs;
- e. Acceptance of gratuities, bribes, or rewards;
- f. Abuse of authority; and
- g. Proper care and maintenance of equipment.

4.1.12 – Grievance Procedures

Standard: There shall be an established grievance procedure, available to all employees. The procedure shall identify matters that are grievable; establish time limitations for filing or presenting the grievance; establish steps and time limitations at each step in the grievance procedure; and establish criteria for employee representation. Formal grievance procedures shall be written in clear, concise terms.

Suggested Evidence of Compliance: Provide the grievance procedures and indicate how the procedures have been communicated to the employees. Include grievance procedures included in collective bargaining agreements, if applicable.

4.1.13 – Termination and End of Employment

Standard: There shall be established policies and procedures for termination and end of employment.

Suggested Evidence of Compliance: Provide the termination and end of employment policies and procedures, and indicate how they have been communicated to employees.

4.1.14 – Social Media Policy Regarding Staff Use

Standard: There shall be established policies and procedures regarding the use of social media by staff.

Suggested Evidence of Compliance: Provide the social media policies and procedures regarding staff use of social media. The agency shall provide evidence for dates of adoption, review, annual updating, and staff training.

4.2 – Staff Qualifications ★

Standard: The agency shall employ staff qualified to develop and operate programs and services in furtherance of goals and objectives. Staff shall be qualified for the positions as provided in the job descriptions and possess specified licenses and certificates. Park and recreation personnel shall have certification and/or educational training appropriate to the position.

Suggested Evidence of Compliance: Provide job descriptions for a representative sample of key positions and resumes for the current incumbents.

4.3 – Job Analyses for Job Descriptions ★

Standard: Established job descriptions for all positions shall be based on the job analysis; reviewed periodically.

Suggested Evidence of Compliance: Provide a job description for a full-time, part-time, temporary and internship position, and, if applicable, an example of a job analysis with last review. The job descriptions shall include, at a minimum:

- a. Duties of each position;
- b. Responsibilities of each position;
- c. Tasks of each position; and
- d. Minimum level of proficiency necessary in the job-related skills, knowledge, abilities, and behaviors.

4.4 – Chief Administrator

Standard: The agency shall have a chief administrator responsible to the approving authority for the management, direction, and control of the operations and administration of the agency and with authority to perform such responsibilities. The chief administrator shall be employed full-time, year-round, and be qualified by experience, education, certification, and/or training in park, recreation, leisure services, tourism, or related disciplines. These qualifications shall be verified and demonstrated specifically as to how it is related to park and/or recreation management.

Suggested Evidence of Compliance: Provide the chief administrator position description and the resume of the current incumbent. If she/he is from a related discipline, provide a summary of how the person's qualifications relate to park and/or recreation management.

4.4.1 – Leadership Succession Procedure

Standard: The agency shall have an established procedure to ensure that leadership is available when the agency's chief administrator is incapacitated, off duty, out of town, or otherwise unable to act.

Suggested Evidence of Compliance: Provide the written procedure, such as continuity plan, which indicates approval by the proper authority.

4.5 – Workforce Health and Wellness Program

Standard: The agency shall have an employee health and wellness program showing periodic evaluation of the program status.

Suggested Evidence of Compliance: Provide evidence of the agency's employee health and wellness program, level of participation and most recent evaluation.

4.6 – Orientation Program

Standard: There shall be an orientation program for all personnel employed by the agency.

Suggested Evidence of Compliance: Provide outline of the orientation program and a representative example of materials distributed at an orientation. The orientation program should include:

- a. Philosophy, goals, and objectives;
- b. The history and development of the agency;
- c. Pertinent sociological and environmental factors of the community and specific neighborhoods in which the individual is to serve (environmental scan); and
- d. Review of program/parks policies and procedures manuals, job duties, staff procedures, first aid and safety concerns and guidelines and forms review.

4.6.1 – Employee Training and Development Program

Standard: There shall be a program of employee development which is available to employees throughout the agency. It should be based on needs of individual employees, future organizational needs, and is evaluated and updated periodically. The program must notify personnel of available and/or required training, maintain training records, and assure that required training programs are attended. The program should incorporate in-service training and succession planning to ensure the continued effective performance of the organization after the departure of key staff.

Suggested Evidence of Compliance: Describe the scope and components of the employee development and training program, provide an outline of training offered (mandatory and discretionary), and provide lists of participants for the prior calendar year, and last review.

4.6.2 – Professional Certification and Organization Membership

Standard: Professional staff shall be active members of their professional organization(s) and pursue professional certifications within their respective disciplines. "Active" means more than holding membership, including attendance at meetings, making presentations, participating in committee work, holding elected and appointed positions, and participation in educational opportunities.

Suggested Evidence of Compliance: Provide a list of staff with professional certifications and also provide a list of staff that have actively participated in a professional organization during the prior calendar year, indicating the nature of participation. The following are examples for park and recreation professionals e.g. Certified Park and Recreation Professional (CPRP), Certified Park and Recreation Executive (CPRE), Certified Therapeutic Recreation Specialist (CTRS) for park and recreation professionals.

4.7 – Volunteer Management

Standard: There shall be a volunteer management function within the agency, including a comprehensive volunteer management manual that includes policies and procedures related to the management of volunteers.

Suggested Evidence of Compliance: Provide the volunteer management manual.

4.7.1 – Use of Volunteers

Standard: Volunteers shall be used by the agency in a variety of positions.

Suggested Evidence of Compliance: Provide list of functions in which agency volunteers are used, the extent of use, and examples of volunteer position descriptions.

4.7.2 – Volunteer Recruitment, Selection, Orientation, Training, and Retention

Standard: There shall be an on-going function within the agency for the recruitment, selection, orientation, training and retention of volunteers, including procedures on background screening. Background investigations shall be made for all volunteers who work routinely with vulnerable populations, especially youth, senior adults, and persons with disabilities.

Suggested Evidence of Compliance: Provide the agency's recruitment, selection, orientation, training, and retention procedures. Provide the agency's background investigation procedures for volunteers and evidence of implementation.

4.7.3 – Supervision and Evaluation of Volunteers

Standard: Agency volunteers shall be monitored, shall receive supervisory visits, and be evaluated regarding performance. Supervision and evaluation of volunteers is important to ensure adequate training is provided and to verify satisfactory conduct and performance. The degree to which the agency supervises and evaluates volunteers may vary depending on the role of the volunteers.

Suggested Evidence of Compliance: Provide written description of the monitoring system including current practices for supervisory visits, and examples of evaluations.

4.7.4 – Recognition of Volunteers

Standard: There agency shall recognize volunteers for their contributions. Recognition may take many forms, depending on the nature of volunteer roles.

Suggested Evidence of Compliance: Provide a description of the recognition program and recognitions given over the past calendar year.

4.7.5 – Liability Coverage for Volunteers

Standard: Agency volunteers shall be covered for negligence liability.

Suggested Evidence of Compliance: Provide documentation indicating coverage of volunteers for negligence liability.

4.8 – Consultants and Contract Employees

Standard: The agency shall have policies and procedures regarding the use of consultants and contract employees.

Suggested Evidence of Compliance: Provide the agency's policies and procedures regarding the use of consultants and contract employees.

5.0 – FINANCIAL MANAGEMENT

5.1 – Fiscal Policy ★

Standard: Fiscal policies setting guidelines for management and control of revenues, expenditures, and investment of funds shall be set forth clearly in writing, and the legal authority must be clearly established.

Suggested Evidence of Compliance: Provide fiscal policies and legal authority.

5.1.1 – Comprehensive Revenue Policy ★

Standard: There shall be an established revenue policy that is periodically updated regarding fees and charges for services and the strategies and methodologies for determining fees and charges and levels of cost recovery.

Suggested Evidence of Compliance: Provide the policy on fees and charges, the current fee schedules or cost-recovery procedures, and the most recent review or update.

5.1.2 – Agency Acceptance of Gifts and Donations

Standard: The agency shall have an established policy for the acceptance of gifts and donations.

Suggested Evidence of Compliance: Provide the policy on acceptance of gifts and donations.

5.1.3 – Grants Procedures

Standard: Where feasible and appropriate, the agency shall procure regional, state, federal and/or other applicable agency grants to supplement funding through an established procedure to research, coordinate and implement grant opportunities. Prior to grant procurement, agencies shall evaluate how application, approval, implementation and management processes will be coordinated.

Suggested Evidence of Compliance: Provide the procedure to procure grants along with a summary of grants received by the agency for the past five years, including identification of the following: project descriptions, grantor, date awarded, grant amount and agency match.

5.1.4 – Private, Corporate, and Non-Profit Support Procedures

Standard: Where feasible and appropriate, the agency shall solicit private, corporate, and non-profit support to supplement agency funding through an established procedure to research, coordinate and implement alternative funding options. Prior to acceptance of support the agency shall evaluate the terms of acceptance and how the implementation and management process will be coordinated.

Suggested Evidence of Compliance: Provide the procedure to solicit private, corporate and non-profit support along with a summary of such support received by the agency for the past five years including identification of the following: project descriptions, grantor/sponsor, date awarded, and value of the contribution and method of recognition.

5.2 – Fiscal Management Procedures ★

Standard: There shall be established procedures for the fiscal management of the agency.

Suggested Evidence of Compliance: Provide the procedures for the fiscal management of the agency.

5.2.1 – Authority and Responsibility for Fiscal Management

Standard: The agency's chief administrator shall be designated as having the authority and responsibility for the fiscal management of the agency. Although an agency's chief administrator is ultimately responsible for all agency fiscal matters, the size and complexity of the agency may dictate the need to delegate responsibility for fiscal management functions to an identifiable person or component within the agency.

Suggested Evidence of Compliance: Provide documentation demonstrating clear delegation of fiscal authority for the agency.

5.2.2 – Purchasing Procedures ★

Standard: Agencies shall have established procedures for the requisition and purchase of agency equipment, supplies, and services.

Suggested Evidence of Compliance: Provide the procedures for the requisition and purchase of agency equipment, supplies, and services, including:

- a. Bidding procedures;
- b. Criteria for the selection of vendors and bidders; and
- c. Procedures for disbursement of petty cash and issuance; and
- d. Use of procurement cards, if applicable.

5.2.2.1 – Emergency Purchase Procedures

Standard: There shall be established procedures for emergency purchases within the agency to secure equipment or services in a swift and efficient manner.

Suggested Evidence of Compliance: Provide the procedures for emergency purchases.

5.3 – Accounting System ★

Standard: The agency shall have a comprehensive accounting system to ensure an orderly, accurate, and complete documentation of the flow of funds. The accounting system shall facilitate rapid retrieval of information on the status of appropriations, expenditures and revenue any time the information is required.

Suggested Evidence of Compliance: Provide a description of the accounting system.

5.3.1 – Financial Status Reports

Standard: The agency shall periodically, monthly at a minimum, provide financial status reports. Each appropriation and expenditure shall be classified according to function, organizational component, activity, object, and program.

Suggested Evidence of Compliance: Provide financial status reports for the previous three months.

Financial status reports shall include, at a minimum:

- a. Initial appropriation for each account (or program);
- b. Balances at the commencement of the regularly defined period;
- c. Expenditures and encumbrances made during the period;
- d. Unencumbered balances; and
- e. Revenue status.

5.3.2 – Position Authorization Procedures

Standard: The agency shall have established procedures for maintaining control over the number and type of authorized filled and vacant positions to ensure that persons on the payroll are legally employed and that positions are in accordance with budget authorizations.

Suggested Evidence of Compliance: Provide the position authorization procedures and budgeted positions.

5.3.3 – Fiscal Control and Monitoring Procedures

Standard: The agency shall have established procedures used for collecting, safeguarding, and disbursing funds. The procedures shall enhance security and accountability of all monies received by the agency.

Suggested Evidence of Compliance: Provide the fiscal control and monitoring procedures. The fiscal control and monitoring procedures shall include:

- a. Maintenance of an allotment system, if any, or records of appropriations among organizational components;
- b. Preparation of financial statements;
- c. Conduct of internal audits; and
- d. Persons or positions authorized to accept or disburse funds

5.3.4 – Independent Audit ★

Standard: There shall be an independent audit of the agency's fiscal activities conducted annually or at a time stipulated by applicable statute or regulation. The audit may be performed by the government's internal audit staff (external to the agency being audited) or by an outside certified public accounting firm.

Suggested Evidence of Compliance: Provide the most recent independent audit and management letter, or most recent Comprehensive Annual Financial Report (CAFR) and provide the response to the audit recommendations.

5.4 – Annual or Biennial Budget ★

Standard: There shall be an annual or biennial operating and capital improvements budgets, including both revenues and expenditures. Operating budgets include both capital and operating expenses, cover a one-year or two-year period and capital improvements may extend five or six years with annual review. The nature of an agency's budgetary system may be determined by the kind of system in use by its governmental authority.

Suggested Evidence of Compliance: Provide the current and approved operating and capital improvements budgets.

5.4.1 – Budget Development Guidelines

Standard: The agency shall establish guidelines to inform the heads of organizational components of the essential tasks and procedures relating to the budget preparation process. The guidelines shall include instructions for preparing budget request documents and for providing adequate justification for major continuing expenditures or changes in continuing expenditures of budget items. Information should be included regarding operating impact.

Suggested Evidence of Compliance: Provide the budget development guidelines.

5.4.2 – Budget Recommendations

Standard: Major organizational components shall provide recommendations, based on operational and activity analysis, for use in the development of the agency's budget.

Suggested Evidence of Compliance: Provide examples of agency component recommendations and evidence of their consideration in the budgeting process. Recommendations shall include:

- a. Assessment of current and future personnel needs;
- b. Costs per program element;
- c. Line items

5.5 – Budget Control Procedures

Standard: The agency shall have procedures for budget control with periodic reporting of revenues and expenditures, and continuous management review.

Suggested Evidence of Compliance: Provide the procedures for budget control within the agency and examples of periodic reports.

5.5.1 – Supplemental/Emergency Appropriations Procedures

Standard: The agency shall have established procedures for requesting supplemental or emergency appropriations and fund transfers to meet circumstances that cannot be anticipated by prior fiscal planning efforts. Mechanisms of adjustment may include transferring funds from one account to another and/or requesting that additional funds be granted for agency needs.

Suggested Evidence of Compliance: Provide the supplemental/emergency appropriations procedures.

5.5.2 – Inventory and Fixed Assets Control

Standard: The agency shall have established procedures for inventory control of property, equipment, and other assets to prevent losses and unauthorized use, and to avoid both inventory excesses and shortages. There shall be a complete and current listing of agency assets.

Suggested Evidence of Compliance: Provide procedures for inventory and fixed asset control.

6.0 – PROGRAMS AND SERVICES MANAGEMENT

6.1 – Recreation Programming Plan ★

Standard: Leisure and recreation are integral to a community's social, cultural and economic development. The agency shall have a Recreation Program Plan (RPP) covering 2-3 years that is updated periodically and shall address all leisure and recreation programs and services. Show the agency's program planning model, services management matrix, orientation to those served, including activity development and selection, type and scope of programs and outreach initiatives as well as an organizational chart.

Suggested Evidence of Compliance: Provide the current Recreation Program Plan and describe the implementation process. This RPP shall address how the agency delivers programs and services to persons of all ages and abilities and shall show how it develops and addresses the lifecycle of high-quality offerings (how programs are developed, evaluated and discontinued). Mission, goals, and evaluation measures shall be included in a planning and framework model.

Provide evidence of how the RPP connects with the Master and Strategic Plans while referring to the following enumerated components in the Plan (to be explained in greater detail in Standards 5, 6 and 10):

- a. Cover page with visible approval signature and date;
- b. Table of contents (electronically linked to the page where the section begins);
- c. Introduction (vision, mission, core program/organizational philosophy, conceptual foundations, community opportunities/participant involvement, commitment to community education for the leisure process (6.4), connection to strategic plan and master plan);
- d. Staff organizational chart
- e. Program Planning Model and Framework
 - i. Program and service determinants (6.1.1);
 - ii. Program goals (with broad outcomes/benefits) (10.3);
 - iii. Program and service statistics (10.5);
 - iv. Recreation and leisure trends analysis (10.5.1);
 - v. Community inventory (10.5.2)
 - vi. Fees and charges policy and schedules (5.1.1)
 - vii. Measurement, evaluation with data collection (10.3) (show how programs are developed, evaluated and improved; include how new programs are introduced and, when appropriate, programs are discontinued).
- f. Programs and Services Management Matrix (include agency's matrix for a sample facility, program, service and special event with the following categories):
 - i. Program types (self-directed [6.1.3], leader-directed [6.1.4], etc.);
 - ii. Genders, life stage/age groups (pre-school, teen, senior, family, etc.);
 - iii. Data/statistical collection (surveys, demographic reports, etc.);
 - iv. SMART (specific, measurable, relevant, achievable, time-bound) program objectives and evaluation (6.2*);
 - v. Scope of program opportunities/classification formats (6.3) (special event, drop-in, etc.; equipment rental and checkout, etc.; leisure education open house, checklist, etc.; aquatics, after-school, arts, etc.);
 - vi. Outreach to diverse and underserved populations (6.31*);
 - vii. Health and wellness promotion (6.4.1) (physical, emotional, social, etc.); and
 - viii. Program promotion
- g. Appendices
 - i. Agency Organization Charts
 - ii. Evaluation Forms
 - iii. Participant and Spectator Code of Conduct (6.5)

6.1.1 – Program and Service Determinants

Standard: A systematic and studied approach shall be taken in determining what programs and services shall be provided by the agency.

Suggested Evidence of Compliance: Provide documentation and examples demonstrating that the six (6) program and service determinants are used in providing programs and services. The programs and services provided by the agency shall be based on the

- a. Conceptual foundations of play, recreation, and leisure;
- b. Organizational agency philosophy, mission and vision, and goals and objectives;
- c. Constituent interests and desired needs;
- d. Creation of a constituent-centered culture;
- e. Experiences desirable for clientele; and
- f. Community opportunities

6.1.2 – Participant Involvement

Standard: The development of agency programs and services shall involve participants.

Suggested Evidence of Compliance: Describe the process and provide examples of how the agency obtains and utilizes participant input. Participants shall have involvement in:

- a. Recommending policy;
- b. Planning activities;
- c. Conducting activities; and
- d. Sponsoring activities

6.1.3 – Self-Directed Programs and Services

Standard: The agency shall offer self-directed recreation opportunities for individuals and groups to participate without leadership, under only general supervision. Examples include picnic facilities, tennis courts, road ways in scenic areas, bridle trails, self-guiding nature trails, and open playgrounds.

Suggested Evidence of Compliance: Provide examples of how the agency provides self-directed recreation opportunities, including a list of such opportunities.

6.2.4 – Leader-Directed Programs and Services

Standard: The agency shall offer leader-directed recreation opportunities that provide recreation opportunities where participant involvement is directed by a leader, including skills instruction classes. Examples include tennis, crafts, dance; synchronized swimming performance; creative dramatics for children.

Suggested Evidence of Compliance: Provide examples of how the agency provides leader-directed recreation opportunities, including a list of such opportunities.

6.1.5 – Facilitated Programs and Services

Standard: The agency shall facilitate assistance to individuals and groups of individuals that provide or want to provide recreation programs and leisure services independently from the agency. An example of facilitated programs and services is an individual or group that wishes to start a community theater organization; the agency may help initially by providing a meeting place, some administrative help in publicity, and "seed money" with the intent that the organization will become self-sustaining. Demonstration projects may be utilized for this purpose.

Suggested Evidence of Compliance: Provide examples of how the agency provides facilitated recreation opportunities, including a list of such opportunities.

6.1.6 – Cooperative Programming

Standard: The agency shall enter into cooperative agreements with public, commercial, and nonprofit entities to provide programming.

Suggested Evidence of Compliance: Provide current examples of cooperative programming with documentation, such as Memoranda of Understanding (MOU), Memoranda of Agreement (MOA), or partnership agreements.

6.2 – Program Objectives ★

Standard: There shall be specific objectives established for programs and services that are reviewed periodically. Objectives shall be specific and measurable as to the actual outcome or impact desired by the program or service so that progress on meeting objectives can be evaluated (see standard 10.2 Outcomes Assessment). Objectives shall be defined by program area, such as nature, dance, music, sports, fitness, special events and they can be further defined into levels such as beginner, intermediate and advanced.

Suggested Evidence of Compliance: Provide measurable objectives for each program and service area and the last review.

6.3 – Scope of Program Opportunities

Standard: The content of agency programs shall be related directly to stated program objectives and shall provide for individual differences of interests, abilities (mental, social, physical), and backgrounds. Activities selected shall be suited to and contribute toward fulfillment of the basic physical, emotional, social, and intellectual requirements of individuals. The agency should take into consideration the total community offerings; some opportunities may be offered by other organizations, private, public, and non-profit.

Suggested Evidence of Compliance: Provide a matrix or listing of programs by fields, demonstrating clearly how the agency provides opportunities for proficiency levels, socioeconomic levels, racial and ethnic backgrounds, ages, and genders.

6.3.1 – Outreach to Diverse Underserved Populations ★

Standard: The agency shall proactively extend programs and services to residents who may be underserved in the community. To encourage participation in parks and recreation programs and services, agencies shall identify and address barriers that may limit access as demonstrated by the demographic profile of the community. Agencies should offer inclusionary support services to ensure access to programs and services for people of all abilities and all socioeconomic status.

Suggested Evidence of Compliance: Identify underserved populations (provide methodology and data used for this analysis), describe specific barriers including physical, social, financial, geographic, and cultural that limit participation and provide examples of outreach programs and services offered by the agency to meet the needs of these populations and overcome barriers to access.

6.4 – Community Education for Leisure Process

Standard: The agency shall have a process to educate the general citizenry about the use of leisure time and the outcomes, benefits, values, and positive impacts of leisure and recreation services. The process shall be periodically evaluated for effectiveness. Educating the public about leisure and recreation shall be ongoing and systematic and should be done in cooperation with the community, e.g., schools, other leisure agencies, business, industry, and commercial recreation establishments.

Suggested Evidence of Compliance: Provide examples of the methods utilized by the agency to educate the community on the benefits, values, and impacts of leisure and recreation services to a diverse range of participants and non-participants. Provide the last review of effectiveness.

6.4.1 – Community Health and Wellness Education and Promotion

Standard: The agency shall have policies, procedures, or programs to educate and promote health and wellness in the community.

Suggested Evidence of Compliance: Provide the agency's policies, procedures, or programs to educate and promote health and wellness in the community such as:

- a. Physical activity;
- b. Healthy food and beverage offerings;
- c. Nutrition education;
- d. Substance abuse prevention

Also provide examples of implementation.

6.5 –Code of Conduct

Standard: The agency shall have “code of conduct” guidelines for appropriate participant and spectator conduct at programs and events, and the agency shall proactively inform and remind staff and all users about the code of conduct.

Suggested Evident of Compliance: Provide a copy of approved code of conduct for all users and describe how the users are informed of the code of conduct.

6.5.1 –Concussion Protocol

Standard: The agency shall have an established policy and procedure for potential concussion injury in any agency program or any authorized third-party program that uses the agency's facilities.

Suggested Evident of Compliance: Provide a copy of an approved concussion policy and/or procedure for addressing concussion protocol.

7.0 – FACILITY AND LAND USE MANAGEMENT

7.1 – Parkland Acquisition Procedures

Standard: The agency shall have established policies and procedures for the acquisition of lands for park, recreation, conservation, and historical-cultural purposes that are backed by legal authority and periodically reviewed. This authority usually originates in state enabling acts, is delegated to local governments and is implemented through local charters and ordinances.

Suggested Evidence of Compliance: Provide policy and procedures for land acquisition, the citation of legal authority to acquire lands, and last review.

7.2 – Development of Areas and Facilities Policies and Procedures

Standard: The agency shall have established policies and procedures for the development of park and recreation land and facilities that are reviewed periodically. Policies and procedures should consider market projections, applicable open space and design standards and coordination with overall planning for the jurisdiction.

Suggested Evidence of Compliance: Provide land development policies and procedures, with the last review.

7.2.1 – ADA Existing Facility and Site Access Audit

Standard: The agency shall complete an access audit of all existing sites and facilities. Pursuant to the US Department of Justice Title II regulation at 35.105, the agency must evaluate its existing facilities and sites against the most current final and enforceable Standard for Accessible Design.

Suggested Evidence of Compliance: Submit completed checklists, digital images and site reports as evidence of completion of the access audit.

7.3 – Defense Against Encroachment Procedures

Standard: The agency shall have procedures for protecting park and recreation lands and facilities from encroachment. The procedures should include progressive steps to address escalated encroachment issues.

Suggested Evidence of Compliance: Provide the procedures regarding defense against encroachment.

7.4 – Disposal of Lands Procedures

Standard: The agency shall have established procedures regarding the disposal of park and recreation lands to ensure that public recreational benefits are not diminished through the sale or transfer of parkland.

Suggested Evidence of Compliance: Provide the procedures for disposal of park and recreation land.

7.5 – Maintenance and Operations Management Plan ★

Standard: The agency shall have established maintenance and operations standards that are reviewed periodically for management of all park and recreation areas and facilities, including specialty facilities such as marinas, ice rinks, golf courses, zoological facilities, equestrian facilities, aquatic or athletic facilities, nature centers, where applicable. Parks, facilities and other recreational elements should be identified according to the intended use of the area, ranging from heavily used and high developed areas to those that are lightly used and less developed via a park classification or maintenance classification system. Each of these areas should be assigned an appropriate set of maintenance standards including both recommended frequency and acceptable quality.

Suggested Evidence of Compliance: *Provide the maintenance standards for all parks, facilities and specialty areas, including evidence of park maintenance classification according to the intended use of the area, ranging from heavily used and high developed areas to those that are lightly used and less developed. Provide the most recent review or update.*

7.5.1 – Facility Legal Requirements

Standard: There shall be a regular review of legal requirements related to facilities, such as licenses, sanitary regulations, fire laws, and safety measures, and inspections of adherence thereto. Special attention should be given aquatic facilities, child care facilities, concessions, kitchens, and zoos.

Suggested Evidence of Compliance: *Provide a matrix showing a representative sample of facilities and the types of regulatory permits, licenses or inspections that are required including copy of last review or update.*

7.5.2 – Preventative Maintenance Plan

Standard: There shall be a comprehensive preventative maintenance plan to provide periodic, scheduled inspections, assessment and repair, and replacement of infrastructure, systems and assets. This includes certifying, checking or testing for optimum operation based on applicable industry standards, local guidelines, city requirements and/or manufacturer's recommendation for maintenance and replacement of parks, with the intent to ensure that park assets are maintained for optimum use and safety and have the ability to reach or extend its full life cycle and expected return on investment.

Suggested Evidence of Compliance: *Provide the preventative maintenance plan and examples of detailed preventative maintenance programs for identified parks, recreation areas and facilities with special attention building infrastructure and other high impact assets, along with copies of completed, recent inspections and safety checks for a sampling of facilities/areas.*

7.6 - Fleet Management Plan

Standard: The agency shall have an established fleet management plan comprised of an inventory of all vehicles, rolling stock and other major equipment and inspection and replacement schedules.

Suggested Evidence of Compliance: *Provide the fleet management plan.*

7.7 – Agency-Owned Equipment, Materials, Tools, and Supply Policies and Procedures

Standard: There shall be policies and procedures for the management of and accountability for agency-owned equipment, materials, tools, and supplies, including procedures for purchase and distribution to authorized persons, proper training of appropriate personnel in use of equipment, safe and secure storage of equipment, and maintenance of all equipment in operational readiness and working order. Such property includes supplies, materials, tools, expendable items, vehicles, installed and mobile equipment, and personal wear items used by agency personnel.

Suggested Evidence of Compliance: *Provide policy and procedures regarding agency-owned equipment and property.*

7.7.1 – Building Plans and Specifications

Standard: The agency shall have on file floor plans, specifications, and/or as-built drawings for major facilities constructed since 1965. These records contain information necessary for efficient programming, quality facility maintenance and effective capital project programming. Projects funded with funds from governmental grant programs such as LAWCON and UPARR place restrictions on use and disposition.

Suggested Evidence of Compliance: *Provide evidence that plans and specifications for facilities with greater than 10,000 square feet of indoor space constructed since 1965 are on file.*

7.7.2 – Land and Lease Records

Standard: The agency shall have records on file of all lands owned or property leased by or for the agency. Each record shall include ownership, leases, legal description, and easements and covenants that restrict use or disposition. The records shall also include date and manner of acquisition. The manner of acquisition can limit right to use and dispose of parkland, for example acquisitions funded with funds from governmental grant programs such as LAWCON and UPARR place restrictions. Gifts and bequests often contain restrictive covenants that reflect the desires of donors.

Suggested Evidence of Compliance: *Provide evidence that land records for land acquired since 1965 are on file.*

7.8 – Environmental Sustainability Policy and Program

Standard: The agency shall have an established policy on environmental sustainability that states the agency position on energy and resource conservation. The policy should address sustainable product purchasing; reduction and handling of waste; wise use and protection of land, air, water and wildlife; and sustainable design/construction of buildings and facilities.

Suggested Evidence of Compliance: *Provide the agency's environmental sustainability policy and examples of projects and initiatives that demonstrate the agency's commitment to implementation. Examples include ecosystem and green infrastructure plans/programs, capital improvements utilizing green/sustainable designs, carbon footprint analysis and reduction goals, internal/external communication and outreach programs.*

7.9 – Natural Resource Management

Standard: There shall be natural resource management plans for environmentally unique or sensitive areas such as valuable wetlands, riverbanks and woodlands and there shall be environmental protection procedures, such as for erosion control, conduct of nature studies, wildlife and habitat preservation, and protection of water supply reservoirs and water recharge areas. Even if the agency does not own or control the natural resource, there shall be procedures to encourage and ensure environmental stewardship through volunteer steward programs and/or interpretive education and other learning opportunities. The agency should work with other agencies to meet and promote environmentally sound maintenance and land management standards.

Suggested Evidence of Compliance: *Provide the natural resource management plan(s) and procedures and examples of outreach and education.*

7.9.1 – Recycling and/or Zero Waste Plan

Standard: There shall be a recycling and/or zero waste plan for park and recreation facilities and administrative offices that is systematically monitored and periodically reviewed. The plan shall also include an educational component for both users and employees. The recycling and/or zero waste plan should include all major products suitable for recycling in the given region with an emphasis on making the recycling process easy and convenient for park and recreation users.

Suggested Evidence of Compliance: *Provide a description of the recycling and/or zero waste plan for facilities and administrative offices and provide the last review with statistics on the amounts of materials recycled or the percent of total waste recycled for the most recent reporting period.*

7.10 – Maintenance Personnel Assignment Procedures

Standard: The agency shall have procedures for the assignment of competent personnel with clearly defined duties for routine maintenance, repairs, and improvement of areas, facilities, and equipment, including responsibility for general cleanliness and overall attractiveness. Effective maintenance of grounds and facilities requires the selection, training, and supervision of workers in a wide variety of tasks ranging from seasonal laborers to skilled trades. Supervisory staff must be able to focus on maintenance management, such as workload control, as well as supervise the technical details of maintenance work.

Suggested Evidence of Compliance: *Provide examples of methods used by the agency to assign staff.*

7.11 – Capital Asset Depreciation and Replacement Schedule

Standard: The agency shall have an established depreciation and replacement schedule for all park and recreation capital assets including buildings, facilities, and equipment that have predictable life cycles. Schedules should identify the useful life of each element and the associated costs of replacement. Capital asset depreciation and replacement schedules, including projected costs of replacement, should be reflected in the agency's financial plan.

Suggested Evidence of Compliance: *Provide the capital asset depreciation and replacement schedule.*

8.0 – PUBLIC SAFETY, LAW ENFORCEMENT, AND SECURITY

8.1 – Codes, Laws, and Ordinances ★

Standard: Public safety and law enforcement within parks and recreation areas and facilities shall be governed by laws and ordinances, some of which may be enacted specifically for the control and management of parks and recreation areas and facilities. The codes, laws and ordinances shall be posted or readily available to park patrons.

Suggested Evidence of Compliance: Provide documentation of the laws, ordinances and codes that pertain specifically to areas and facilities under the jurisdiction of the agency, including documentation of approval, and describe how they are posted or otherwise readily available to park patrons.

8.1.1 – Staff Liaison to Law Enforcement Officers

Standard: There shall be established liaison assignments for agency staff to the official law enforcement officers providing public safety and law enforcement service to the agency.

Suggested Evidence of Compliance: Provide current documentation of staff liaison assignment(s) with the law enforcement authority responsible for enforcement of laws and ordinances within the parks and recreation areas and facilities.

8.2 – Authority to Enforce Laws by Law Enforcement Officers ★

Standard: The authority of law enforcement officers to enforce laws and ordinances pertaining specifically to activity within parks, recreation areas, and facilities shall be clearly established to ensure that enforcement actions are upheld. Authority to enforce laws and ordinances within parks and recreation areas and facilities must be established through assignment within the agency, by contract with another agency, or by policy of the government jurisdiction in which the agency operates.

Suggested Evidence of Compliance: Provide documentation that establishes the authority of law enforcement officers to enforce laws and ordinances within parks, recreation areas, and facilities.

8.3 – Law Enforcement Officer Training

Standard: Law enforcement officers with the authority to enforce laws within areas and facilities under the jurisdiction of the agency must have proper training in order to carry out their roles and responsibilities.

Suggested Evidence of Compliance: Provide a summary of the current training program for law enforcement officers having jurisdiction within the parks and recreation agency, including provision for refreshers and updates.

8.4 – Public Information on Laws, Ordinances, Rules, Regulations, and Policies

Standard: Agency staff shall participate in educating and informing the public on laws, ordinances, rules, regulations, and policies that apply to parks and recreation areas and facilities. This role shall be established through policy directive.

Suggested Evidence of Compliance: Provide documentation that defines the role of agency staff in providing public information and education on laws, ordinances, rules, regulations, and policies. Provide examples of education and provision of information.

8.4.1 – In-Service Training for Staff on Public Safety and Law Enforcement

Standard: Agency staff shall understand their role in public safety and law enforcement and relationships with law enforcement officers having jurisdiction within parks and recreation areas and facilities. The purpose of this training to ensure that staff understand where their authority ends and when an incident should be referred to law enforcement. In-service training shall be extended to front line staff such as lifeguards and park attendants to assure they are fully prepared to respond to law-enforcement incidents.

Suggested Evidence of Compliance: Provide documentation of most recent in-service training for agency staff, defining their role in public safety and law enforcement, including agendas and attendance rosters.

8.4.2 – Handling of Disruptive Behavior Procedures

Standard: There shall be established procedures for agency staff on response to disruptive behavior at agency areas and facilities. Procedures shall identify the role of staff in intervention when an incident occurs, documentation of behavior and delineation of law enforcement roles in handling behavioral issues.

Suggested Evidence of Compliance: Provide current procedures regarding handling of disruptive behavior.

8.4.3 – Traffic Control, Parking Plans, and Crowd Control

Standard: The agency shall coordinate with the official law enforcement agency having jurisdiction on large-scale events hosted or facilitated by the agency that require planning and coordination of traffic, parking and crowd control. Plans shall specifically define the roles of the event sponsor, agency staff, and the law enforcement agency regarding traffic layouts at the venue, traffic routes and personnel assignments.

Suggested Evidence of Compliance: Provide a recent example of coordination with law enforcement on traffic control, parking plans and crowd control for activities and events hosted or facilitated by the agency.

8.4.4 – Handling of Evidentiary Items Procedures

Standard: Procedures shall be established that guide agency staff in the preservation and handling of evidence until transferred to the appropriate law enforcement authority. Procedures shall be established in coordination with the appropriate law enforcement agencies to define staff roles in ensuring that evidentiary items are preserved until the proper law enforcement agency assumes command of the scene.

Suggested Evidence of Compliance: Provide the procedures defining the role and responsibility of agency staff in the discovery, preservation and handling of evidentiary items.

8.5 – General Security Plan ★

Standard: The agency shall have a comprehensive general security plan addressing areas, buildings and facilities under its jurisdiction that is updated periodically. Plans for each major area, building or facility should be available at each site. The general security plan may be a compilation of security plans from each major area, building or facility. Hazardous or flammable materials storage areas should be clearly identified in plans and at each specific site. Signage at each site should be installed in accordance with the unified signage system. To be effective, the security plan should be updated when a new area, building or facility is added, security systems are modified or when legislation requires change.

Suggested Evidence of Compliance: *Provide the agency's general security plan or compilation of security plans from each major area, building or facility with the most recent review or update. These plans typically include:*

- a. Locking key systems and associated assignments;
- b. Alarm system and assignment of security codes;
- c. Opening and closing procedures;
- d. Fire alarm and fire suppression systems;
- e. Emergency evacuation procedures;
- f. Critical incident response procedures and training;
- g. Location and training of AED (Automated External Defibrillator);
- h. Procedures of Open Carry weapons; and
- i. Training and Plan on Active Shooter
- j. Access protocol

8.6 – Emergency Management Planning

Standard: The agency shall be aware of emergency operations planning within their jurisdiction and its role in emergency management systems. Roles may vary depending on the scope of services provided by the agency and the location of its facilities. Recreation agencies, having roles in emergency management systems within their local jurisdiction, shall be aware of the applicable operations plan. The agency's specialized staff, buildings and equipment may be integral to the plan and may be deployed in the event of a largescale emergency. The U. S. Office of Homeland Security provides guidance and support for the preparation and maintenance of emergency management plans.

Suggested Evidence of Compliance: *Provide the applicable emergency management plan with the most recent date of approval. If, due to security concerns, the emergency management plan is not available for public review, provide the emergency management plan table of contents.*

8.6.1 – In-Service Training for Staff on General Security and Emergency Management

Standard: Through in-service training, agency personnel shall understand their role in ongoing security and emergency management. In-service training should inform staff of their role in response to critical incidents and emergencies and provide specific procedures for routine operations.

Suggested Evidence of Compliance: *Provide documentation of in-service training programs on general security and emergency management, including a dated outline of the presentation topics and a roster of participants.*

8.6.2 – Emergency Risk Communications Plan

Standard: There shall be a communications plan that is reviewed and updated periodically, to accurately and effectively communicate with the public and experts during a catastrophic event that attracts significant media attention, such as a health emergency, terrorist attack, earthquake or storm. The crisis communication plan shall delineate individuals responsible for communicating with the press, chain of command on notifying proper people of the incident and communicating status updates.

Suggested Evidence of Compliance: *Provide a copy of the Emergency Risk Communications Plan and the most recent review.*

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Suggested Evidence of Compliance: *Provide a copy of the Emergency Risk Communications Plan and the most recent review.*

8.6.3 – Care and Shelter Procedures

Standard: There shall be procedures to coordinate with agencies designated to provide care and shelter to those in need during disasters or emergencies.

Suggested Evidence of Compliance: *Provide procedures to coordinate with agencies designated to provide care and shelter during emergencies.*

9.0 – RISK MANAGEMENT

9.1 – Risk Management Policy

Standard: The agency shall have a policy for risk management that sets direction and gives appropriate authority for implementing operational practices and procedures that is approved by the proper authority.

Suggested Evidence of Compliance: Provide the risk management policy including indication of approval by the proper authority.

9.1.1 – Risk Management Plan and Procedures ★

Standard: The agency shall have an established risk management plan and operating procedures that are reviewed periodically, accessible to all agency personnel and approved by the proper authority that encompasses analysis of risk exposure, control approaches and financial and operational impact for the agency. The plan shall analyze the programs/services offered and facilities/areas managed for personal injury and financial loss potential and identify approaches to manage such injury, loss, and business and operational impact.

Suggested Evidence of Compliance: Provide the current risk management plan with approval by the proper authority, the most recent review, and indication of how the plan and procedures are available to staff. The risk management plan shall reflect all three phases of risk management:

- a. Identification and assessment;
- b. Response strategies; and
- c. Management planning

9.1.2 – Accident and Incident Report Procedures

Standard: There shall be established procedures for accident and incident reporting and analysis of accident and incident reports. There shall be an accident/incident report form available to all employees. Data shall be obtained in an appropriate manner to support planned and coordinated accident prevention programs within the agency.

Suggested Evidence of Compliance: Provide the accident/incident form(s) and the procedures for documenting and analyzing accidents and incidents. The accident/incident form(s) shall include identification information (who), specific location of accident (where), and description of accident in terms of sequence of activity (what).

9.1.3 – Personnel Involvement and Training

Standard: The agency risk management function shall involve and train personnel at all levels on risk management procedures.

Suggested Evidences of Compliance: Demonstrate how personnel at all levels are involved and trained regarding risk management.

9.2 – Risk Manager

Standard: A specific position within the agency shall be designated with risk management responsibility and authority to carry out the policies established for risk management.

Suggested Evidence of Compliance: Provide the position description that includes responsibility for risk management.

9.3 – ADA Compliance and Face-to-Face Resolution

Standard: There shall be a policy or procedure available to all members of the public and staff which address issues pertaining to ADA compliance, either in a written or electronic format.

Suggested Evidence of Compliance: *Provide a written policy or procedure available to the public and staff that outlines the steps to resolve questions, concerns, or complaints of accessibility along with a reasonable timeline for completion and have a process for face-to-face meetings is in place.*

10.0 – Evaluation, Assessment, and Research

10.1 – Systematic Evaluation Processes ☆

Standard: The agency shall have systematic processes for evaluating programs, facilities and services and operational efficiency and effectiveness.

Suggested Evidence of Compliance: Describe what is evaluated and the methods and frequency of evaluation of programs facilities and services. Evaluation is the process of determining the effectiveness of current practice and procedures.

10.1.1 – Responsibility for Evaluation

Standard: The agency shall assign specific responsibility for managing elements of the evaluation program, including planning, training, evaluation, and analysis.

Suggested Evidence of Compliance: Provide job descriptions for the person(s) (staff or consultants) responsible for supporting and monitoring evaluation processes, including planning, training, evaluation, and analysis. If consultant services are used, provide the current contracts or service agreements. The documentation should also include the resumes of persons providing the service, including experience and training.

10.1.2 – Staff Training on How to Evaluate Programs, Services, and Facilities

Standard: The agency shall provide training on how to evaluate programs, services and facilities for personnel involved in managing facilities and delivering programs and services.

Suggested Evidence of Compliance: Provide examples of recent evaluation trainings completed by the agency, including curriculum content, training dates and participant lists. Examples of training subjects could include but are not limited to qualitative and quantitative measurement, identification of applicable evaluation tools, data analysis and use of findings.

10.2 – Outcomes Assessment

Standard: The agency shall use evaluation results to assess the outcomes of park and recreation programs, services, and facilities and assess the operational effectiveness of the organization. Outcomes show the relationship between resource inputs and the resulting impacts and benefits of the outputs. Outcomes are measurable changes in behaviors, attitudes, knowledge, conditions or skills.

Suggested Evidence of Compliance: Provide examples of how evaluation results are used to determine levels of performance and effectiveness in the organization and how evaluation are used to determine if specific programs, services or facilities are achieving planned or projected results.

10.3 – Performance Measurement

Standard: The agency shall have a procedure for tracking and monitoring data trends and measuring performance against targets linked to achievement of goals and objectives.

Suggested Evidence of Compliance: Provide performance targets and measurement in use by the agency. Describe the process and frequency of performance measurement and cite examples for how the results have been used by the agency to affect decisions. The measures may include data gathered from the following qualitative and quantitative sources:

- a. Recreation and demographic trends;
- b. Needs assessment;
- c. Community inventory;
- d. Surveys;
- e. Program and service statistics;
- f. Inspections;
- g. Customer feedback;
- h. Program evaluation;
- i. Risk management reports; and
- j. Budget and financial reports

10.3.1 – Level of Service Standards

Standard: The agency shall have level of service (LOS) standards for provision of land, facilities and services within the jurisdiction. LOS standards are a type of performance measure associated with equitable provision service, such as the number of facilities per 1,000 residents in a service area or facilities available within a designated travel distance or travel time, e.g. percent of population that have a park within a 10 minute walk. LOS standard can also address other dimensions of equitable access, such as connectivity, maintenance and affordability, e.g. percent of parkland connected to the trail network.

Suggested Evidence of Compliance: Provide the LOS standards and describe how LOS standards are used to establish facility and service priorities.

10.4 – Needs Assessment

Standard: The agency shall periodically conduct an assessment of assets and needs to identify existing and projected gaps in service and determine land, facility and service priorities. Need assessments are used to help determine priorities for developing services with the agency. Needs assessments can use a variety of methods to obtain input from the community, including focus groups, advisory boards, forums, and surveys.

Suggested Evidence of Compliance: Provide the current needs assessment, describe the procedural steps in conducting the assessment, describe the frequency of updates, and describe the use of the assessment in agency planning.

10.5 – Program and Service Statistics

Standard: The agency shall collect and analyze statistics on its programs and services for evaluation and future program and service development.

Suggested Evidence of Compliance: Provide examples of statistics collected, describe the frequency of updates, and describe how the agency makes use of the information.

10.5.1 – Recreation and Leisure Trends Analysis

Standard: The agency shall assess periodically societal and local recreation and leisure trends and determine how those trends impact existing and projected user populations.

Suggested Evidence of Compliance: *Provide trends analysis, describe frequency of updates, and describe linkage to agency goals and objectives.*

10.5.2 – Community Inventory

Standard: The agency shall compile a complete and current inventory of parkland and recreation facilities, programs and services in the service area, including those provided by the agency and those offered by schools and other alternative public, private, non-profit providers.

Suggested Evidence of Compliance: *Provide a complete and current inventory of parkland, programs and services available in the community, describe the frequency of updates, and describe how the agency makes use of this information.*

10.5.3 – Park Metrics

Standard: The agency shall create an online profile in the national Park Metrics database that includes completion of an Agency Performance Survey.

Suggested Evidence of Compliance: *Provide a copy of the Agency Performance Survey.*

10.6 – Research Investigation

Standard: The agency shall conduct at least one experimental exploration or research investigation each year related to park and recreation operations. These are demonstration or pilot projects where performance data are collected before and after the test to determine effectiveness.

Suggested Evidence of Compliance: *Provide a report on a current or recent experimental or demonstration research project designed to improve a product or to test a new process or procedure, including methods used and research findings; provide brief descriptions of other research investigations undertaken over the past five (5) years.*

10.6.1 – Quality Assurance

Standard: The agency shall monitor and evaluate the quality of its programs, services and facilities from the user perspective. Examples include but are not limited to customer comment cards, secret/mystery shopper surveys, user satisfaction surveys, program evaluations and focus groups.

Suggested Evidence of Compliance: *Provide recent examples of methods used to collect, monitor and evaluate quality assurance data from users.*