

**COMMISSION FOR ACCREDITATION OF
PARK AND RECREATION AGENCIES**

VISITATION TEAM REPORT

***TUCSON PARKS AND RECREATION DEPARTMENT
Tucson, Arizona***



**Mayor Bob Walkup
Vice Mayor Shirley Scott
Council Member Regina Romero Council Member Paul Cunningham
Council Member Karin Uhlich Council Member Richard Fimbres
Council Member Steve Kozachik
City Manager, Mike Letcher
Fred Gray Jr., *Director*
John Sefton, *Deputy Director*
Dolores Gamboa, *CAPRA Project Manager***

May, 16TH-20th, 2010

**Visitation Team:
Bob Bierscheid, CPRP, Chair
Julie Parascondola, CPRP Visitor
Rod Tarullo, CPRP Visitor**

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AGENCY OVERVIEW

Tucson Parks and Recreation Department 900 S. Randolph Way, Tucson, AZ 85716

I. Community Demographics

- A. Predominant form(s) of government in the tax jurisdiction (i.e., manager, mayoral, commission): City Manager

Tucson follows the "weak mayor" model of the council-manager form of local government. Part 1, Chapter 3, Section 1 of the Tucson City Code states that the powers of the City shall be vested in a Mayor and a Council of six (6) members, one (1) from each ward. Each is elected at large and serves a term of four (4) years. Elections are held in a staggered fashion with the mayor and three (3) council members being elected during one cycle, and the remaining three (3) council members following during the next election cycle.

The City Manager is appointed by the Mayor and Council as the chief administrative officer of the City and is responsible to the Mayor and Council for the administration of all city affairs.

- B. Population of tax jurisdiction: 545,450

- C. Population of metropolitan service area: 1,018, 177:

- D. Age profile of tax jurisdiction:

The median age in Pima County was 32.8 in 1990 (slightly below the national average), 35.7 in 2000 and was estimated as 37.1 in 2008. The slow rise of the median age is due to the aging of the Baby Boomers, not to any massive influx of seniors. Working age people moving here for employment opportunities will drive much of metropolitan Tucson's growth over the next 20 years.

Age	Male	Female	Total
0-4	35,537	33,786	69,323
5-9	33,615	32,386	66,001
10-14	34,368	32,582	66,950
15-19	37,284	35,683	72,967
20-24	38,358	36,919	75,277
25-29	35,540	35,575	71,115
30-34	33,058	32,610	65,668
35-39	32,172	32,760	64,932
40-44	33,949	34,641	68,590
45-49	35,045	36,873	71,918
50-54	32,126	34,937	67,063
55-59	29,926	31,985	61,911
60-64	22,381	25,276	47,657
65-69	17,528	20,699	38,227
70-74	15,566	18,459	34,025
75-79	13,543	17,306	30,849

80-84	9,894	14,355	24,249
85+	7,721	13,569	21,290
Total	497,611	520,401	1,018,012

Source: Arizona Department of Health Services and:

<http://www.pagnet.org/RegionalData/Population/AgeStructure/tabid/592/Default.aspx>

E. Income profile of tax jurisdiction:

- Personal income, 2009 projection (EBRP): \$32.9 billion (up 0.1% over 2008)
- Per capita income, 2009 projection (EBRP): \$32,321 (down 0.5% over 2008)
- Median Family Income, 1990 Census: \$30,900
- Median Family Income, Census 2000: \$44,446
- Median Family Income, 2008 (City of Tucson): \$47,698
- Median Household Income, Census 2000: \$36,758
- Median Household Income, 2008 (City of Tucson): \$36,640
- Income Per Capita, 2008 (City of Tucson): \$19,567
- Median Family Income, FY2009: \$57,500 (H.U.D. estimate for a family of four)
- Annual Earnings per Worker, 2010 projection (EBRP): \$40,260 (up 1.8% over 2009)
- Median Hourly Wage, Tucson Metro Area, 2008 (Bureau of Labor Statistics): \$14.82
- EBRP = Economic and Business Research Program, U of AZ; HUD = U.S. Dept. of Housing and Urban Development; BLS = Bureau of Labor Statistics
- [Income Comparisons, 2008](#) (19.8KB PDF)

Source of Information: Pima Association of Governments Regional Data Center

<http://www.pagnet.org/RegionalData/Population/Income/tabid/595/Default.aspx>

F. Racial diversity of the tax jurisdiction:

For over 200 centuries, Tucson was home solely to Native Americans. The community then became the Frontera del Norte of New Spain for about 40 years and then part of the Republic of Mexico for about 30 years. In 1854, Tucson became part of the United States with the Gadsden Purchase (Treaty of Mesilla).

In 2000, the racial/ethnic breakdown of the City of Tucson was:

- 54.19% White, Non-Hispanic, alone
- 35.72% Hispanic (can be any race)
- 4.07% Black/African American, alone
- 1.59% Native American, alone
- 2.37% Asian, alone
- 0.13% Native Hawaiian or Pacific Islander, alone
- 0.15% Other, alone (self-identified)
- 1.78% Two or more races

In 2000, Tucson was the 8th largest city in number of Native Americans. In 1990, the

metro area was 23rd largest in number of Hispanics.

Tucson is a very diverse community and home to several hundred-ancestry groups. Leading ancestry groups according to Census 2000 include: Mexican (24.4%); German (16.2%); Irish (10.6%); English (10.3%); other Latino groups (4.5); Italian (4.4%); American (4.1%); and French (3.1%).

Source of Information: Pima Association of Governments Regional Data Center
<http://www.pagnet.org/RegionalData/Population/RaceEthnicity/tabid/593/Default.aspx>

II. Agency Characteristics

A. Operating budget: \$47, 262,120

B. Capital budget: \$20,735,900

C. Full-time employees: 387

D. Part-time/seasonal employees: 262

D. Parkland acreage: 6,358

F. Significant agency awards and/or recognitions:

<u>Year</u>	<u>Recognition</u>
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- 2010 City Manager's Team Achievement Award - Archer Center (Linda Shenk, Jesus Grijalva, Eric Tapia, Khristi Darnell, Leah Shilling, Brian Farrar).
- 2009 United Employee Campaign Award (2008, 2007)
- 2009 Kaboom Playful City Recognition (2008, 2007)
- 2008 Arizona Historic Commission Outstanding Facility Award: Presidio San Agustin del Tucson
- 2008 Arizona Parks and Recreation Award (APRA) Partnership Award
- 2008 APRA Program Award: Art in Reality; teen programming
- 2008 Sonoran Institute Green Building Award: Lee H. Brown Conservation Learning Center
- 2008 Tucson Clean and Beautiful Adopt a Park and Public Areas Award
- 2007 Office of the Governor Xeriscape Principles Award
- 2007 Judges Award Best Neighborhood Park Xeriscape Award: Keeling Park
- 2007 APRA Partnership Award
- 2007 APRA Creative Award; Leisure Classes
- 2007 Arizona Department of Water Resources Xeriscape: 1st Place Water Harvesting
- 2006 Community Food Bank 30th Anniversary Community Partner Award
- 2005 Arizona Parks & Recreation Outstanding Facility Award; Edith Ball Adaptive Center
- 2005 Common Ground Award for Community Development: Milagro Playground
- 2000 National Kids Safety Award

III. Physical Characteristics

A. Geographic size of tax jurisdiction (square miles): 230

B. Describe significant rivers, lakes, mountain ranges, which influence the community: The City of Tucson is approximately 230 square miles in size and is nestled between four mountain ranges: Catalina Mountains to the north, the Rincon Mountains to the east, the Santa Rita Mountains to the south and the Tucson Mountains to the west. A majority of the city limits is surrounded by 3 major watercourse systems that flow only in response to rainfall (ephemeral washes): the Rillito River to the north, the Pantano River to the east and the Santa Cruz River to the west.

TPRD participates in the Arizona Game and Fish Department's, Urban Fishing Program and manages 3 urban lakes: Silverbell Lake in the northwest, Kennedy Lake in the southwest and Lakeside Lake in the southeast part of the City.

The City of Tucson was incorporated in 1877 with a population of about 7000 and an area of about two square miles. By 1882, the East-West rail connection through Tucson was completed, making Tucson a major link in the new transcontinental transportation system and a hub for mining, agriculture, and mercantile activity in southern Arizona. The City developed primarily north and east of the railroad, to take advantage of the gentle slope and beautiful views.

Since the 1880's the orientation of the rail lines through Tucson has set the general pattern of much of the City's industrial development. This pattern was partially modified by the location of the new municipal airport (1941-1951), and the interstate highway (mid-40s to mid-60s). During the 1950s, the size of Tucson increased sevenfold due to postwar growth and large annexations.

Tucson has become the second largest city in the State of Arizona. The proximity of Mexico and the presence of the University of Arizona and Davis-Monthan Air Force Base are major factors in Tucson's continuing attraction to residents from other countries, strengthening the international flavor of the community. More than 300 years after its founding as a mission site and outpost for Spain, the Old Pueblo retains much of its original vitality and has increased in cultural richness.

IV. Cultural Characteristics

A. Significant social and/or cultural factors that influence the agency's delivery of service:

Following our Department Mission of being an agency which offers high quality facilities, programs, and services for Tucsonans of all ages and abilities, numerous partnerships, many in place for years, help identify cultural, social, and play delivery of service. Some of these partnership institutions include: Tucson Unified School District, Sunnyside School District, Vail School District, Amphitheater School District, Pima Community College, and the University of Arizona.

Other agencies which assist us in our mission are: Pima Council on Aging, Little League, Youth Football Leagues, Soccer Leagues, and Skateboard Associations.

Further, supporting our therapeutic programs for those with mental and physical disabilities, are the State Department of Developmental Services, the Arthritis Association, and numerous non-profit agencies dealing with a range of abilities.

The American Red Cross Association has been our safety partner with our goal of having every child know how to swim by the time they are in 3rd grade.

Our immediate support for assuring we meet our community goals are the Parks and Recreation Commission, the Tucson Parks Foundation, and the Partners for Adaptive Recreation. Unique programming allies include the Tucson Community Gardens, Maya Tea Company Farmer's Market, the Audubon Society, the Greater Arizona Bike Association (GABA), and Cyclovia.

Tucson Parks and Recreation supports the YMCA and Boys and Girls Clubs, hosting sites in our parks. Staff has been members of Trail Planning Groups, and numerous multi-department work groups, as well as members of the Mayor's Commission for Non-Violence, and the lead for the Mayor and Council Proclamation of Tucson's Child and Family Friendly City.

Tucson has a diversity of social factors and the Department has aligned with a myriad of organizations to meet the mission of providing these critical services and facilities.

1.0 Agency Authority, Role and Responsibility

NOTE: Standards marked with a star (★) are fundamental standards, and are required of all agencies seeking accreditation.

1.1 Source of Authority★

Standard: The source of authority of, and powers for, the public recreation and park managing authority shall be clearly set forth by legal document.

Visitor Comments: Evidence of compliance is documented with Title 9 of the Arizona Revised Statutes which governs incorporation of cities and towns. Tucson was first incorporated as a city on Feb 7, 1877 and became a charter city on March 7, 1883. The Tucson City Code, Chapter 31 through the adoption of Ordinance Number 2080 in November of 1960, established a Department of Parks and Recreation which shall be headed by a Director of Parks and Recreation. Qualifications and duties of the Director are also detailed in this Ordinance. Chapter 21 of the Tucson City Code entitled "Parks and Recreation" sets forth the laws and regulations relating to the operation of parks and recreational programs.

Visitor Evaluation: Met Not Met

1.1.1 Public Authority/Policy Body

Standard: The organizational authority structure should provide for one public authority responsible for policy-making functions.

Visitor Comments: Evidence of compliance is documented for organizational authority in the Fiscal Year 2010 City of Tucson Organizational Chart. Evidence of compliance is documented for public authority in Tucson City Code, Chapters I, III through VII, and XXXI.

Visitor Evaluation: Met Not Met

1.1.2 Citizen Advisory Boards/Committees

Standard: There should be citizen advisory boards/committees.

Visitor Comments: There are three citizen advisory committees that work with TPRD: the Tucson Greens Committee, Tucson Parks and Recreation Commission and the Tucson Rodeo Grounds/Parade Citizens' Oversight Committee. Evidence of compliance includes lists of committee members, descriptions of duties and responsibilities, and copies of minutes and agendas.

Visitor Evaluation: Met Not Met

1.1.3 Responsibilities of Approving Authority, Chief Administrator, and Staff

Standard: There should be established guidelines defining the delineation of responsibilities for the policy-making functions of the approving authority and the administrative functions of the chief administrator and staff.

Visitor Comments: The Tucson City Code defines the roles and responsibilities of the Mayor and Council (approving authority), the City Manager (chief administrator) and the Director of Parks and Recreation ("staff") who implements approved policies and directives at the departmental level in Chapters VI, VII, X, and XXXI of the Code. This is on file in the documentation.

Visitor Evaluation: Met Not Met

1.2 Jurisdiction

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

Visitor Comments: Evidence of compliance is provided on four different maps:

1. City of Tucson Relative to the State of Arizona
2. City of Tucson Boundaries -Location of Park and Golf Facilities
3. City of Tucson Boundaries -Location of Recreation Centers
4. City of Tucson Boundaries -Location of Swimming Pool Facilities

Visitor Evaluation: Met Not Met

1.3 Mission ★

Standard: There shall be an established mission statement, which defines the direction and purpose of the Agency.

Visitor Comments: The Mission Statement was crafted as a part of the Ten-Year Strategic Service Plan. Evidence of compliance is Resolution #20515 adopted November 28, 2006 that approved this plan. The Mission Statement is reviewed regularly as a part of Three-Year Action Plan.

Visitor Evaluation: Met Not Met

1.3.1 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 annually, and distributed to all appropriate personnel.

Visitor Comments: Evidence of Compliance is documented in the Three-Year Action Plan and associated work plans that are aligned with the Parks and Recreation Ten-Year Strategic Service Plan. The Action Plans are reviewed every six to nine months and serve the purpose of short term goals.

Visitor Evaluation: Met Not Met

1.3.2 Personnel Involvement

Standard: There should be a process for acquiring and considering input from the various personnel levels within the agency in the development of agency goals and objectives.

Visitor Comments: For Fiscal Year 2009, TPRD's management team, which consists of a representative from each District of the Department, was responsible for the development of the annual performance measures that were contained within the City of Tucson Budget. During the Fiscal Year 2010 budget preparation cycle, staff at all levels was given the opportunity for input to the development of the Department's Three-Year Action Plan and the associated work plans that accompanied the budget documentation. Evidence of compliance includes copies of Fiscal Year 2009-Parks and Recreation List of Performance Measures, and Fiscal Year 2010-Parks and Recreation Three-Year Action Plans, Quarterly Action Check Lists, and Work Plans.

Visitor Evaluation: Met Not Met

1.4 Policies, Rules and Regulations, and Operational Procedures

Standard: A distinction should be made among policies, rules and regulations, and operational procedures and how each is developed and implemented within the agency.

Visitor Comments: The Mayor and Council adopt Ordinances. Once approved, they are incorporated into the Tucson City Code, which governs all City activities. A current copy of the complete Code is maintained by the City Clerk. The City has an Administrative Policy Manual (Administrative Directives) which is created by the City Manager. This document is available on the City's intranet. The purpose and development of Administrative Directives is detailed in Administrative Directive 1.01-1. TPRD also has an Administrative Manual which contains policies, rules and procedures that supplement City policies and govern the Department's operations. Additionally, some operational procedures, parent handbooks, etc. are created at the staff level through ad hoc committees who then present their recommendations to the department's Standards Committee for review and recommendation for approval to management. Evidence of compliance includes documentation of the Tucson City Code, including Charter, the Administrative Policy Manual, the TPRD Procedures and Regulations Manual, the Standards Committee Policy and Procedure Handbook, and the Standards Committee Policy Adoption Process.

Visitor Evaluation: Met Not Met

1.4.1 Policy Manual★

Standard: There shall be a manual setting forth the agency policies, which is kept up-to date, reviewed systematically, at least every five years, by the administration, and made available to pertinent administrative and supervisory personnel.

Visitor Comments: The City of Tucson has an Administrative Policy Manual (Administrative Directives) which is created and updated as needed by the City Manager. This includes Administrative Directive 1.01-1 which outlines an annual review by assigned responsible departments. A copy of the City's Administrative Policy Manual is maintained by the City Clerk and is available to all City staff through the City's intranet. Documents contain examples of dated recently reviewed Directives. TPRD also has a Departmental Administrative Policies Manual, which contains policies, rules and procedures to be followed by all Department staff. The Parks and Recreation Management Team review this manual and it is updated continuously by a Standards Committee. Each site has a copy of the Department Administrative Policy Manual and supervisors are responsible for keeping this document current. Documentation includes Policy/Procedures Review Revision Tracking Log.

Visitor Evaluation: Met Not Met

1.5 Agency Relationships★

Standard: There shall be an understanding of the roles of counterpart and complementary organizations through liaison roles with nearby park and recreation agencies, public and social service organizations, and other local government agencies.

Visitor Comments: Evidence of compliance is documented by a list of staff liaisons, and by several agreements with agencies such as the Amphitheater School District, Tucson Metropolitan YMCA's, and the Child-Parent Centers, Inc.

Visitor Evaluation: Met Not Met

1.5.1 Operational Coordination and Cooperation Agreements

Standard: There should be established policies on cooperative use and maintenance of facilities and program operation, facility design, land development, finances, etc., with other agencies or organizations or individuals.

Visitor Comments: TPRD has a variety of cooperative agreements with outside agencies. Evidence of compliance includes documentation of Administrative Directive for Intergovernmental Agreements, an IGA with Tucson Unified School District No. 1 for mutual facility usage, a interagency agreement with Tucson Metropolitan YMCA's for youth programming, and various interagency agreements with local, non-profit agencies for the provision of social services to the community.

Visitor Evaluation: Met Not Met

CATEGORY 1: AGENCY AUTHORITY, ROLE AND RESPONSIBILITY

Reviewed By: Rod Tarullo

All Standards Met

Major Concerns: None

Secondary Concerns: None

The City of Tucson and the Tucson Parks and Recreation Department have a solid system of established authority and role and responsibility. Their documentation of city wide Administrative Directives and the department's Administrative Policies Manual are thorough and encompassing.

2.0 Planning

NOTE: Standards marked with a star (★) are fundamental standards, and are required of all agencies seeking accreditation.

2.1 Overall Planning Function within Agency

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

Visitor Comments: Job descriptions and analyses were provided and examined for Capital Planning and Development Manager, Architect Manager and Landscape Architect. Also examined were project credentials for Olsson Associates a consulting company used on the Reid Park Zoo, Julian Wash Linear Park and Arroyo Chico Urban Greenway projects. Staff responsibilities and functions including training and extensive experience of the planning entity were provided and reviewed.

Visitor Evaluation: Met Not Met

2.2 Involvement in Local Planning★

Standard: The park and recreation agency shall be regularly involved in local planning (community, comprehensive planning, strategic planning, capital improvement planning) that will impact parks and recreation services within their jurisdiction.

Visitor Comments:

The roles, personnel and documentation of extensive involvement were listed for 16 major planning efforts supporting meeting minutes, notes and report papers and agreements were examined with parks and recreation involvement including the City of Tucson General Plan, the City of Tucson Urban Landscape Framework, Tucson Parks and Recreation Commission Work Agenda, Tucson Downtown Partnership Infrastructure Study, Tucson Parks Foundation, the El Paso and Southwestern Greenway, the 2030 and 2040 Regional Transportation Plans and Valencia Corridor Long Range Plan.

Visitor Evaluation: Met Not Met

2.3 Planning with Regional, State, Federal and Non-government Agencies

Standard: The public park and recreation Agency should have a working relationship with regional, state, and federal agencies as well as non-governmental service providers that impact the services within their jurisdiction.

Visitor Comments: Fourteen detailed examples of Tucson Parks and Recreation planning efforts were examined including a. PRO Neighborhoods Newsletter, Jacinto Park Correspondence and C. McCormick Park Memorandum of Understanding, the Drachman Institute Plans for the Marty Birdman Center, the Elvira Neighborhood Improvement Plan, the Pima Regional Trail System Master Plan the Arizona Parks and Recreation Association – Green Tour 2008, a community KaBOOM Playground Grant for Swan Park, State Heritage Fund Grants for Juhan Park, and Silverlake Park, participating in the Trust for Public Land Annual Survey (2008), several US Army Corps of Engineers projects and Intergovernmental Agreements with the Sunnyside and Tucson Unified School Districts.

Visitor Evaluation: Met Not Met

2.4 Comprehensive Plan★

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Standard: There shall be a comprehensive park and recreation system plan, which is basically an inventory of existing conditions and recommendations for future programs and services, acquisition and development of areas and facilities, and administration. The plan shall be officially adopted by the appropriate governing body, updated regularly, be linked with a capital improvement budget and a phased development.

Visitor Comments: The City of Tucson Parks and Recreation Ten Year Strategic Service Plan was examined and the certified minutes 11/28/06 showed current adoption by the Tucson City Council. Also examined were documents of Council and Commission leading to the adoption of the Ten Year Strategic Service Plan is a thorough master plan that included extensive community involvement, is based on well elaborated principles and includes extensive sections on planning and implementation. Evidence was also presented showing how the plan is used and monitored including the TPRD 3-Year Action Plans, Parks and Recreation– Benchmark Analysis, the Pima Regional Trail System Master Plan, November 2009 and the Fiscal Year 2010 City of Tucson Capital Improvement Program.

Visitor Evaluation: Met Not Met

2.4.1 Trends Analysis

Standard: There shall be a system in place to assess societal and local trends over time.

Visitor Comments: Extensive documentation was examined included the trends section of the Parks and Recreation Ten-Year Strategic Service Plan, the Benchmark Analysis, the City of Tucson General Plan trends examination, the Element 10 PROST vision analysis indicators, the Pima Association of Governments (PAG) Demographics, the Greater Tucson Regional Indicators Report, the Regional Data Center Information, the Five Trends Study and numerous reports from Community Dialogue Meetings in October of 2009 which listed parks and recreation as one of two (public safety) essential services. The Leisure Vision study presented trend information and analysis on recreation trends in Tucson.

Visitor Evaluation: Met Not Met

2.4.2 Community Assessment

Standard: A comprehensive community study based on population shifts and changing social and economic conditions shall be conducted regularly.

Visitor Comments: In 2006, a citizen survey developed by Leisure Vision Inc. was mailed to 3,600 households and a highly detailed analysis was given to the city. In addition, the Five Trends Study, the Pima Association of Governments (PAG) Regional Data Center report and the City of Tucson Planning Programs and Services report were examined and found relevant to the parks and recreation community assessment.

Visitor Evaluation: Met Not Met

2.4.3 Community Inventory

Standard: There should be a compiled, complete and current inventory of all agency used and/or

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managed areas, facilities, programs and services, as well as, alternative providers of such.

Visitor Comments: a 31 page inventory of community resources was reviewed in addition to the City of Tucson Parks and Recreation, GIS Inventory of December 2009, the KIDCO Site Inventory, the Parks and Recreation Capital Unmet Needs List, the Multi-Agency Inspection Team (MAIT) Inspection Protocol and Pre-Inspection Checklist, the Master Schedule - Sports Park Fields, Fall/Winter 2009-2010, the Valencia Corridor Long Range Park Plan, June 2009, the Out of School Program Task Force/University of Arizona –Report Update the Advancing School-Age Child Care Quality ASQ Team Leader’s Manual (2009) and the City of Tucson Parks and Recreation Program Guide and Class Catalog, Spring 2010.

Visitor Evaluation: Met Not Met

2.4.4 Needs Index

Standard: A needs index for determining priorities for development of services within the community should be established within the comprehensive plan.

Visitor Comments: Data was presented and examined from the Parks and Recreation Ten-Year Strategic Service Plan – Citizen Surveys, the thorough Parks and Recreation Unmet Needs List Report, the Valencia Corridor Long Range Park Plan of June 2009, the Houghton Area Master Plan (HAMP) dated June 2005 and the Community Dialogue Meeting October 2009/Community Key Services Dialogues - Summary of Public Comments. Samples of ongoing assessment and needs analysis were shown including the Marty Birdman Neighborhood Survey and Survey Results - November 2009.

Visitor Evaluation: Met Not Met

2.5 Feasibility Studies

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

Visitor Comments: Seven feasibility reports were viewed including the EEC study on Udall Park, the Native Plant Preservation study, the *Watercourse Amenities, Safety and Habitat Report*, the *“Floodplain, Wash and Environmental Resource Zone”* report.

Visitor Evaluation: Met Not Met

2.6 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. The strategic plan shall be reviewed annually.

Visitor Comments: Tucson Parks and Recreation has a current (2009-2011) relevant and detailed strategic plan, entitled, *“Parks and Recreation 3-Year Action Plan”*. The 3 year plan was approved by the Parks and Recreation Commission on 1/28/09 with specific item annual approval in the budget approved by the City Council as seen in budget detail. The “Quarterly Action Checklist-Status Reports” were provided for review. These reports display the planned action, what specifically is happening, who is responsible the status per the plan. Individual items action reports were reviewed showing detailed progress of the plan.

Visitor Evaluation: Met Not Met

2.7 Site Plans

Standard: There should be site plans to guide the use of existing and the development of future areas and facilities.

Visitor Comments: Fifteen approved site plans were presented and reviewed. Plans were comprehensive in nature and provided detail for both planners and users alike.

Visitor Evaluation: Met Not Met

2.8 Historical, Cultural and Natural Resource Management Plan

Standard: A historical, cultural and natural resource management plan(s) should address all resource-based areas.

Visitor Comments: Recognizing their heritage as a location for human existence for over 4,000 years, Tucson Parks and Recreation provided numerous historical, cultural and natural resource management plan(s). Items reviewed included: Approved Parks Five-Year Capital Improvement Plan, Preservation Plan for the Adkins Parcel at Ft. Lowell Park, September 2009, Tucson-Pima County Historical Commission, Plans Review Subcommittee for Rio Nuevo, Downtown Zone, Protection of Archaeological and Historical Resources in City Projects, Administrative Directive 1.07-7, Fort Lowell Historic Zone Advisory Board (FLHZAB) and Mayor and Council Appointed Historic Zone Advisory Boards Committee Description, City of Tucson Historic Preservation Program, City of Tucson Historic Preservation Maps and Publications showing park significant areas, Tucson Origins Heritage Park, The Cultural Cornerstone of Rio Nuevo Brochure, The Presidio Trail, a Historical Walk Tour of Downtown Tucson Brochure, "Celebrating Tucson's Heritage," dated 1996, a publication identifying Tucson's Cultural Heritage and the Tucson Heritage Sketchbook, Tucson Heritage Awareness and Education Program, Spring 1996.

Visitor Evaluation: Met Not Met

2.9 Community Involvement

Standard: The agency should include community involvement in the planning process.

Visitor Comments: Numerous and extensive detailed reports were examined including meeting agendas/minutes and notes from neighborhood meetings, Parks and Recreation Ten-Year Strategic Service Plan Citizen Surveys, Intergovernmental Agreement (IGA) between the City of Tucson and Tucson Unified

School District, Miles Exploratory Learning Center, Public survey results from Arroyo Chico Urban Greenway, Columbus Park Master Plan process, Intergovernmental Agreement (IGA) between the City of Tucson and Pima County for the Rillito Neighborhood Reinvestment Project, the Valencia Corridor Long Range Park Plan, June 2009 community meeting, Case Park Master Plan and Phase 2, Reid Park Master Plan, Reid Park Dog Park community involvement documentation and several more.

Visitor Evaluation: Met Not Met

CATEGORY 2: PLANNING

Reviewed By: Bob Bierscheid

All Standards Met

Major Concerns: None

Secondary Concerns: None

Planning is a strength of the Tucson Parks and Recreation Department. The quality of the planning staff and the organizational structure of the department are models for parks and recreation agencies. They also have demonstrated an understanding of the need for and process to elicit community input.

3.0 Organization and Administration

NOTE: Standards marked with a star (★) are fundamental standards, and are required of all agencies seeking accreditation.

3.1 Organizational Structure★

Standard: The agency shall establish a staff organizational structure, specifying the interrelationships within the organization.

Visitor Comments: Evidence of compliance includes documentation of the City of Tucson Organizational Chart for Fiscal Year 2010, and five detailed organizational charts of the department including Administration, East District, Northwest District, Southwest District, ZARPO, and City Golf.

Visitor Evaluation: Met Not Met

3.1.1 Statement of Purpose for Each Organizational Component

Standard: The agency should have an established purpose statement for each organizational component that is available to all employees.

Visitor Comments: Evidence of compliance is found in the Adopted Budget Fiscal Year 2010 – Section B Department Budgets Parks and Recreation, page 90-101. The budget document is available to all personnel online and is available at each parks and recreation administrative supervisory location.

Visitor Evaluation: Met Not Met

3.2 Administrative Policies and Procedures★

Standard: There shall be policies and procedures, encompassing administrative aspects of the organization.

Visitor Comments: The TPRD Procedure and Regulation Manual contain rules and policies that pertain to Parks and Recreation employees. The City of Tucson Administrative Directives contains policies and procedures that apply to all City employees and departments. The TPRD Procedure and Regulation Manual is located on the Department's network share drive and in hard copy at administration offices. The Administrative Directives are located on the City's Intranet site and in hard copy in the Parks and Recreation Director's office. These documents were reviewed as a part of the site visit.

Visitor Evaluation: Met Not Met

3.2.1 Administrative Offices

Standard: There should be allocated administrative space and equipment to perform the agency's functions and responsibilities.

Visitor Comments: Evidence of compliance includes addresses and descriptions of three administrative properties. Documentation was also provided by Administration Office Equipment Checklist which was not

dated. An online reference source called City of Tucson Employee University was also cited. Visual observation of one of the main administrative office was also done by visitors.

Visitor Evaluation: Met Not Met

3.2.2 Support Services

Standard: Support staff and services should be provided to enable the professional staff to perform their appropriate functions.

Visitor Comments: TPRD lists thirteen different support staff classifications in their self assessment. They have documented with copies of job descriptions, a list of computers and peripheral electronics and to whom they are assigned.

Visitor Evaluation: Met Not Met

3.3 Communication System★

Standard: A communication system shall be established to insure the accurate and timely transfer of information, both internal and external.

Visitor Comments: Evidence of compliance includes a TPRD communication matrix document that shows internal and external communications management. This document was prepared in December of 2009. Other examples provided include newspaper/radio advertising samples, press release and media advisory totals from 1998 to present, and program guide & class catalog back issues 1999-2009.

Visitor Evaluation: Met Not Met

3.4 Process for Public Information, Community Relations, Marketing★

Standard: There shall be an established process regarding the integrated role of public information, community relations, and marketing functions of the agency including periodic reporting and evaluation.

Visitor Comments: Evidence of compliance includes documentation of TPRD's Procedure and Regulation Manual 19.1- Public Information, Community Relations, & Marketing dated May 2010 which provides procedure for the implementation, coordination, and reporting of the Department's public information, community relations, and marketing functions. It also includes a quarterly reporting component. In that this is a newer document, the agency should follow up to ensure full implementation of this procedure.

Visitor Evaluation: Met Not Met

3.4.1 Public Information Statement

Standard: A written statement states that the agency is committed to informing the community and the news media of events within the public domain that are handled by or involve the agency and sets forth policies that govern what information should be released, when it should be released, and by whom it should be released.

Visitor Comments: Evidence of compliance is the TPRD Public Information Statement document dated December 2009.

Visitor Evaluation: Met Not Met

3.4.1.1 Public Information and Community Relations Responsibility

Standard: A specific position in the agency should be designated to direct the public information and community relations functions.

Visitor Comments: Evidence of compliance is the Public Information Officer Job Description document dated 6/24/2007 and Parks and Recreation Department Administrative Procedures Manual 2.9 -Public Information Office (PIO) Procedures which outlines public relations and community relations duties.

Visitor Evaluation: Met Not Met

3.4.2 Community Relations Plan

Standard: The agency should establish a community relations plan.

Visitor Comments: Evidence of compliance includes documentation of a Community Relations Plan dated May, 2010. The plan includes Community Involvement, Decision Making, Outreach, Community Relations Goals and Actions, and Evaluation. The plan is to be reviewed on an annual basis. In that this is a newer document, the agency should follow up to ensure full implementation of this plan.

Visitor Evaluation: Met Not Met

3.4.3 Marketing Plan

Standard: The agency should have an established marketing plan, based on market research that includes an annual evaluation.

Visitor Comments: Evidence of compliance includes the TPRD Marketing Plan document and a Leadership Team Meeting agenda document showing adoption of the Marketing Plan dated September 3rd 2009.

The development of a written Marketing Plan represents the successful completion of a marketing-related Action Step (Step 8: Operational Improvements 2009, 2010, 2011) which is part of the Parks and Recreation 3-Year Action Plan implemented in 2008. There is no evidence of any annual evaluation at this time since the plan was just adopted in late 2009. Page 48 of the plan specifies annual evaluation of the plan starting in Fiscal Year 2011. In that this is a newer document, the agency should follow up to ensure full implementation and evaluation of the plan.

Visitor Evaluation: Met Not Met

3.4.3.1 Marketing Position Responsibility

Standard: A specific position should be designated to direct the marketing function.

Visitor Comments: Evidence of compliance is the Public Information Officer Job Description including marketing strategies document dated 6/24/2007.

Visitor Evaluation: Met Not Met

3.5 Management Information Systems★

Tucson Parks and Recreation – May 2010

Standard: The Agency shall have a management information system, including statistical and data summaries of agency activities, such as daily, monthly, and annual reports.

Visitor Comments: TPRD uses a variety of software systems for management information. **AHRS** Advantage Human Resource Software manages the employee resources of the City of Tucson and payroll. **BRASS** The Budget and Analysis Support System (BRASS) is an off-the-shelf budgeting system designed for use by local and state governments. **Class** Registration and Facility Reservation System is used by TPRD to track revenue collected, programs offered, memberships sold, facilities reserved and daily drop-ins at centers. The Parks and Recreation Maintenance Management Program (PRMMP) is used to track maintenance labor hours. Evidence of compliance includes documented list of Class System reports and printed examples of Class and PRMMP reports.

Visitor Evaluation: Met Not Met

3.5.1 Application of Technology

Standard: The application and use of technology should enable the agency to operate efficiently.

Visitor Comments: The TPRD outlines ten different technology uses which are primarily office environment software applications. Evidence of compliance is the Parks and Recreation Primary Applications and Descriptions document. This document is not dated.

Visitor Evaluation: Met Not Met

3.6 Records Management Policy and Procedure

Standard: The agency should have established policy and procedures for control, maintenance, and retention of records.

Visitor Comments: The Office of the City Clerk is responsible for the management of the City of Tucson records as authorized by the City Charter, City Code, and State Statutes. The City Clerk's Office is the sole lawful body vested with the authority to destroy and dispose of Official City Records. The City of Tucson Administrative Directive 1.05-1 Records Management Policy outlines the procedures for proper records management by City departments and offices. Evidence of compliance includes documentation of Administrative Directive-Records Management Policy 1.05-1, City Clerk Records Management Intranet Home Page, City Charter Chapter X, Section 10, and Records Transfer Procedures.

Visitor Evaluation: Met Not Met

3.6.1 Records Disaster Mitigation and Recovery

Standard: There should be an established Records Disaster Mitigation and Recovery plan and procedures.

Visitor Comments: Evidence of Compliance includes documentation of the City of Tucson Information Technology Department's Disaster Recovery Plan, and the TPRD's Continuity of Operations Plan. The Continuity plan is dated November 12, 2008. The IT Department plan is verified but not dated.

Visitor Evaluation: Met Not Met

CATEGORY 3: ORGANIZATION AND ADMINISTRATION

Reviewed By: Rod Tarullo

All Standards Met

Major Concerns: None

Secondary Concerns: None

Section 3.0 covers Organization and Administration. It also covers communications in various forms. The department's Public Information Officer position has many responsibilities that are in this section. The position has been vacant for several months. Several new plans and documents have been recently created that fall into this section. The department is strongly encouraged to do whatever is necessary with available resources to implement the new plans and procedures. It is further suggested that when the PIO position is filled, that emphasis be given to their responsibilities for all standards in 3.4.

4.0 Human Resources

NOTE: Standards marked with a star (★) are fundamental standards, and are required of all agencies seeking accreditation.

4.1 Personnel Policies and Procedures Manual★

Standard: There shall be established policies, which govern the administration of personnel procedures for both professional and nonprofessional employees that are reviewed annually.

Visitor Comments: Verified the City of Tucson Civil Service Commission Rules and Regulations Manual,

last revision May 12, 2009. The manual addresses the specific items referenced in the standard such as hiring, termination, retirements, leave, probations, etc. Evidence of salary schedules, pay types, regulations and guidelines, performance incentives were verified in the City of Tucson Administrative Directives Manual.

Visitor Evaluation: Met Not Met

4.1.1 Code of Ethics★

Standard: There must be an established statement of ethical principles for agency personnel.

Visitor Comments: Verified COT's Code of Ethics and Rules of Conduct for employees (last dated Nov 2004), establishing ethical principles and expectations. Verified COT Administrative Directives: 2.02 16 Disciplinary Review Process; 2.02 4 Reporting Wrongful Conduct; 2.02-5 Rules of Conduct; 2.02 10 Nepotism, 2.02 14 Ethics and Conflicts of Interest; 2.02 22 Drug and Alcohol Abuse, Impaired Employees; Physical Evaluation Testing. Verified in the New Employee Checklist, Code of Ethics and other ethical principles are covered in the orientation and available on the TPRD's Intranet.

Visitor Evaluation: Met Not Met

4.1.2 Recruitment Process

Standard: There should be a comprehensive recruitment process to attract qualified personnel.

Visitor Comments: Verified COT's Administrative Directives Manual and the Civil Service Commission Rules and Regulations Manual (Rules III-Applicant Evaluation and IV Establishment of Employment Lists and Their Use) establishing a recruitment process.

Visitor Evaluation: Met Not Met

4.1.3 Equal Opportunity Employment and Workforce Diversity★

Standard: There shall be an established policy regarding diversity for all employment practices and evidence that it is being implemented.

Visitor Comments: Verified the following documentation establishing an equal opportunity employment and workforce diversity as well as accommodations for the ADA:

- *Tucson City Code, Chapter 10, Section 18, "Discrimination prohibited; political activities"*
- *City of Tucson Office of Equal Opportunity Programs*
- *Tucson City Code, Chapter 17-1, Article II. Declaration of Policy*
- *City of Tucson Administrative Directives:*
 - *2.05-2, Equal Employment Opportunity-Reasonable Accommodation of Applicants and Employee,*
 - *Directive 2.05-7, Equal Employment Opportunity-Accessibility in Programs and Services,*
 - *Directive 2.05-8, Equal Employment Opportunity-Discrimination/Harassment Policy and Mediation/Complaint Procedures*

Visitor Evaluation: Met Not Met

4.1.4 Selection Process

Standard: There should be comprehensive procedures for the process of hiring personnel.

Visitor Comments: Verified the following evidence establishing procedures for hiring personnel:

- *City of Tucson Administrative Directive 2.02-12A, Civil Service Open Competitive Recruitment, Examination, Certification, and Appointment*
- *City of Tucson Civil Service Commission Rule III, Section 6, Qualifications of Applicants*
- *City of Tucson Civil Service Commission Rule IV, Section 1, Entrance and Promotional Lists; Section 2, Duration of Entrance and Promotional Lists*
- *City of Tucson Civil Service Commission Rules and Regulations, Rule V, Certification of Applicants, Sections 1 and 2*
- *City of Tucson Human Resources Civil Service Commission Rules and Regulations Manual*

Visually verified the evaluation/hiring/scoring process as evidence the above procedures are being followed. However, due to the confidential nature, evidence will be kept within the HR master files. A note was put in the accreditation evidence file as to the whereabouts.

Visitor Evaluation: Met Not Met

4.1.5 Background Investigation

Standard: Personnel hiring should include procedures for 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.

Visitor Comments: Verified the TPRD Procedure and Regulation Manual, Procedure #13.1 Employee Background Checks establishes background checks on employees working with youth under the age of 18. A copy of Administrative Directive 6.01-6 Driver's License Policy has been verified in regards to driver's license requirements for City vehicles, as well as evidence of annual review. Also verified was a current background check to show evidence of procedure being followed.

Visitor Evaluation: Met Not Met

4.1.6 Employee Benefits

Standard: There should be an established employee benefits plan.

Visitor Comments: Verified the TPRD Administrative Directives referenced below establishing an employee benefits plan including leave types, medical/dental, retirement, deferred compensation, EAP, employee education reimbursement, etc.

- *City of Tucson Administrative Directive, Compensation Administration-General Policies 2.01-1*
- *City of Tucson Administrative Directive Holiday Policy, 2.01-6*
- *City of Tucson Administrative Directive Vacation Leave, 2.01-7A*
- *City of Tucson Administrative Directive Sick Leave, 2.01-7B*
- *City of Tucson Administrative Directive Family and Medical Leave and Parental Leave, 2.01-7C*
- *City of Tucson Administrative Directive, Tuition Reimbursement Program, 2.01-11*
- *City of Tucson Human Resources Employee Benefit Information*
- *City of Tucson Health and Retirement Information*
- *City of Tucson Deferred Compensation Information*

Visitor Evaluation: Met Not Met

4.1.7 Supervision

Standard: There should be constructive and effective supervision of all personnel to help them grow professionally and improve programs and services.

Visitor Comments: Verified organizational structures establishing hierarchy of supervision; verified various staff meeting agendas and meeting structures demonstrating communication and organization; verified TPRD's Job Performance Evaluation and work improvement plan confirming coaching/counseling tools; verified TPRD's Supervisory Core Series establishing a competency training program for all supervisor staff. Evidence was provided to prove supervisors have indeed attended the core series training program – a roster is in the evidence file.

Visitor Evaluation: Met Not Met

4.1.8 Compensation

Standard: There should be an established compensation plan that is reviewed annually that establishes equity of compensation among units within the agency.

Visitor Comments: Verified current (dated July 1, 2009) COT Compensation Plan for 2010. The plan confirms salary ranges, grade codes and union/class codes and exempt positions. Verified a Mayor and Council Memorandum dated May 11, 2010 recommending compensation plans be presented annually for the pending fiscal year, per evidence City of Tucson – Tucson Code, Article II. Compensation Plan, Section 10-31. Verification provided of job classification modifications/reviews and/or job description evaluations and tools are developed.

Visitor Evaluation: Met Not Met

4.1.9 Performance Evaluation

Tucson Parks and Recreation – May 2010

Standard: There should be a fair and systematic procedure for annual appraisal of job performance.

Visitor Comments: Verified the following evidence below documenting tools for performance appraisals along with expectations and guidelines. Verified comprehensive staff list recording evaluation history. Verified a copy of an actual performance evaluation to demonstrate the procedures are indeed being followed.

- *City of Tucson Administrative Directive, Employee Performance Appraisal 2.02-13*
- *City of Tucson Civil Service Commission Rules and Regulations, Rule VII. Probationary Period*
- *TPRD Procedure #13.9 Personnel Evaluation Process*
- *City of Tucson Personnel Roster Report*
- *City of Tucson Personnel Evaluation Sample*

Visitor Evaluation: Met Not Met

4.1.10 Promotion

Standard: There should be an established statement available to all employees defining the promotion process and the agency's role.

Visitor Comments: Verified the following evidence provided below, establishing guidelines for promotions; the Notice of Recruitment establishes a procedures for notifying employees of promotional opportunities.

- *City of Tucson Civil Service Rules and Regulations, Rule III – Applicant Evaluations, Section 2, Promotional Recruitments and Applicant Evaluations*
- *City of Tucson Civil Service Rules and Regulations, Rule III – Applicant Evaluations, Section 3, Non Competitive Promotions*
- *City of Tucson Civil Service Commission Rules and Regulations, Rule IV – Establishment of Employment Lists and Their Use, Section 1, Entrance and Promotional List*
- *City of Tucson Civil Service Commission Rules and Regulations, Rule III – Applicant Evaluations, Section 4, Notices of Recruitments*
- *City of Tucson Civil Service Commission Rules and Regulations, Rule VII – Probationary Period, Section 4. Promotions During Probationary Period*
- *City of Tucson Administrative Directive, 2.02-1, Certification of Equal Employment Opportunity*
- *City of Tucson Administrative Directive, 2.02-12A; Civil Service Open Competitive Recruitment, Examination, Certification and Appointment*

Visitor Evaluation: Met Not Met

4.1.11 Disciplinary System

Standard: There should be a disciplinary system based on the code of conduct and performance.

Visitor Comments: Verified the evidence listed below providing direction in regards to disciplinary procedures.

- *City of Tucson Administrative Directive, Employment Practices, 2.02-16 Disciplinary Review Process*
- *City of Tucson Civil Service Commission Rules and Regulations, Rule IX – Suspensions, Demotions, Discharges, and Resignations*
- *City of Tucson Code of Ethics and Rules of Conduct for Employees Brochure*
- *City of Tucson Administrative Directives 2.02-4 Reporting Wrongful Conduct*
- *City of Tucson Administrative Directives 2.02-5, Rules of Conduct*
- *City of Tucson Administrative Directives 2.02-10 Nepotism*
- *City of Tucson Administrative Directives 2.02-14, Ethics and Conflict of Interest*
- *City of Tucson Administrative Directives 2.02-22 Drug and Alcohol Abuse; Impaired Employees; Physical Evaluation Testing*

Visitor Evaluation: Met Not Met

4.1.12 Grievance Procedures

Standard: A grievance procedure, available to all employees, should be established.

Visitor Comments: Verified the evidence listed below providing direction in regards to establishing grievance procedures and guidelines according to the standard. Provided copies of grievance procedures for (2) collective bargaining unions: TACE and APEA/AFSCME. Verified grievance procedures are found on the employee accessible intranet and in the New Employee Orientation.

- *City of Tucson Administrative Directive, Employment Practices 2.02-2 Grievance Procedure*
- *City of Tucson Communications Workers of America, AFL/CIO/Tucson Association of City Employees (TACE) bargaining agreement; page 29 of agreement*
- *City of Tucson, Arizona Public Employees Association/American Federation of State, County, and Municipal Employees (APEA/AFSCME); page 26 of agreement*
- *City of Tucson Overview of Performance Management and Disciplinary Process*

Visitor Evaluation: Met Not Met

4.1.13 Termination and End of Employment

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

Visitor Comments: Verified the evidence listed below providing direction in regards to establishing grounds for termination as well as process/procedures for termination and end of employment. Verified termination procedures are found on the employee accessible intranet.

- *City of Tucson Administrative Directive 2.02-16 Disciplinary Review Process*
- *Civil Service Commission Rules and Regulations, Rule VII, Probationary Period, Section 3, Discharges and Terminations during Probationary Period*
- *Civil Service Rules and Regulations, Rule IX, Suspensions, Demotions, Discharges, and Resignations, Section 2, Other Suspensions, Demotions, and Discharges of Permanent Employment*
- *City of Tucson Administrative Directive 2.02-2, Grievance Procedure*
- *City of Tucson Administrative Directive 2.02-7 – Layoff Procedure*

Visitor Evaluation: Met Not Met

4.2 Staff Qualifications★

Standard: The agency shall employ professional staff qualified to develop and operate programs and services.

Visitor Comments: Verified evidence listed below which demonstrates minimum expectations in regards to different job types and classifications. Verified professional staff qualifications/educations, etc. per job title.

- *Parks and Recreation Organizational Chart*
- *2010 Job Class Summary Report*
- *Job Descriptions by position*

Visitor Evaluation: Met Not Met

4.3 Job Analysis and Job Descriptions★

Standard: Established job descriptions for all positions shall be based on the job analysis and include, at a minimum: duties, responsibilities, and tasks of each position; and minimum level of proficiency necessary in the job-related skills, knowledge, abilities, and behaviors.

Visitor Comments: Verified the evidence listed below which demonstrates job descriptions have clear established duties, tasks and minimum levels of proficiency. Evidence of a recent analysis and review of all job descriptions within COT was provided.

- *The Waters Consulting Group*
- *TPRD Job descriptions – verified job descriptions are online.*
- *City of Tucson 2010 Compensation Plan*
- *City of Tucson – Tucson Code, Article II. Compensation Plan, Section 10-31*
- *Reclassification Request Procedures -Tucson Code, Chapter 10 Civil Service-Human Resources, Article 1, Section 10-8, Procedures for Classification Review*
- *City of Tucson Human Resources -Procedures for Requesting Classification Reviews – FY09 (File)*

Visitor Evaluation: Met Not Met

4.4 Chief Administrator★

Standard: There shall be a professionally-qualified administrator who is responsible to the approving authority for the management, direction, and control of the operations and administration of the agency, and who shall have authority to perform such responsibilities.

Visitor Comments: Verified the Director of Parks and Recreation Director job description. The director's resume was provided along with hard copies of his CPRP certification from NRPA, received 9/1/2009 as well as a copy of his Bachelor of Science in Recreation and Park Administration received in 1975 from North Carolina State University.

Visitor Evaluation: Met Not Met

4.5 Physical Examination

Standard: There should be an established policy governing the provision of physical examinations for employees.

Visitor Comments: All employees are required to have a physical evaluation for all positions upon hire. Evidence provided below was verified, confirming policy and guiding direction. Verified an actual copy of a physical evaluation to provide sample evidence procedure is being followed.

- *City of Tucson, Civil Service Commission Rules and Regulations, Rule III, Applicant Evaluations, Section 13, Physical and Medical Examinations, page 8*
- *Administrative Directive 2.02-22, Drug and Alcohol Use: Impaired Employees Physical Evaluations; Applicant Testing; Definitions, III.-A and VII. Testing for CDL Employees and Administrative Directive 2.01-7 – Employee Leaves*
- *TPRD Procedure and Regulations Manual -#13.6 Certified Driver License (CDL) Position Hiring*

Visitor Evaluation: Met Not Met

4.5.1 Workforce Health and Wellness

Standard: There should be an employee health and wellness program(s) within the agency.

Visitor Comments: Verified COT's Live Well, Be Well Team, made up of COT employees. Evidence was provided on several employee health/wellness programs: 2010 Summer Health Challenge, 2010 Summer Health Classes available for employees; Warm up to Work; the 10,000 Steps a Day Challenge. Evidence was provided on routine health/wellness communication and messages included in the Safety Sentinel, the COT Safety newsletter and the "We Be Well" Wellness Newsletter.

Visitor Evaluation: Met Not Met

4.6 Orientation Program

Standard: There should be an orientation program for all personnel employed by the Agency.

Visitor Comments: Evidence below was verified in regards to the establishment of a new employee orientation program. Confirmed program includes education of vision, mission, history and development of the agency and pertinent facts on the system they will be serving. Evidence was provided in regards to departmental/division specific orientation.

- *City of Tucson Human Resources Department New Employee Welcome and Orientation Checklist Manual*
- *TPRD New Employee Welcome Letter*
- *TPRD New Employee Orientation Checklist*
- *TPRD New Employee Department Orientation Notebook*
- *TPRD New Employee Sponsor Roles and Responsibilities*
- *TPRD Youth and Teen Recreation Programs Employee Handbook*

Visitor Evaluation: Met Not Met

4.6.1 In-Service Training Function

Standard: There shall be an in-service training function within the agency that is evaluated, updated, and reviewed annually.

Visitor Comments: The evidence below was provided and verified in regards to training programs and

opportunities staff can attend such as computer technologies, safety classes, job classification specific trainings, etc. Verified COT has an employee university program that offers many competency or other skill level classes. Verified certification programs are available in specific work areas. Annual review is done via individualized program areas in regards to expectations for each staff member. Evidence of training checklists for staff and completions were provided. A master list of all employees and their training was also provided to demonstrate comprehensive review.

- *Total Training Solutions*
- *City of Tucson Central Safety Services-Human Resources (File)*
- *City of Tucson Employee University (File)*
- *The ISA Certification Credentials: the Right Certification for the Right Job (File)*
- *2009 Participant Manual for Official Rules of Softball ASA (File)*
- *TPRD 2009 Spring Softball Rules and Regulations (File)*
- *Tucson Parks and Recreation distributes its Employee Handbook to the KIDCO Unit; Youth and Teen Programs; Out of School Employees, Recreation Center Staff and Senior Center staff (File)*

Visitor Evaluation: Met Not Met

4.6.2 Employee Development

Standard: There should be a program of employee development, available for employees throughout the agency, based on needs of individual employees and future organizational needs.

Visitor Comments: The evidence below was provided and verified in regards to employee development opportunities for staff, with the staff development programming being the most specific around development of the workforce, including opportunities for tuition reimbursements, job mentoring and shadowing:

- *City of Tucson Administrative Directive 2.01-11, Tuition Reimbursement*
- *TPRD Staff Development Program*
- *City of Tucson Administrative Directive 3.03-1, Travel Authorization and Expenses Allowance*
- *Central Safety Services Human Resources*
- *Total Training Solutions – Computer Workshops*
- *City of Tucson Employee University Classes*
- *TPRD Staff Development Program*

Visitor Evaluation: Met Not Met

Id formulate a succession plan to ensure the continued effective performance of the organization by making provisions for the development and replacement of key people over time.

Visitor Comments: Verified evidence of the beginning framework document to build a succession plan, outlying the key components of the plan, however, no evidence was provided for an actual, useable succession plan.

Visitor Evaluation: Met Not Met

4.6.4 Professional Organization Membership

Standard: Professional personnel should be active members of their professional organization(s).

Visitor Comments: Verified staff members who are currently a member of the Arizona Parks and Recreation Association. Verified NRPA membership, as well as Golf Pro and/or Certification Memberships. Membership lists are in the evidence file.

Visitor Evaluation: Met Not Met

4.7 Volunteer Management

Standard: There should be a volunteer management function within the agency, including a comprehensive Volunteer Management Manual.

Visitor Comments: Verified the TPRD's Volunteer Information and Internship Manual(s) as well as the

TPRD Procedure and Regulation Manual, Section 13 Personnel, 13.2 Volunteers and Community Service Workers.

Visitor Evaluation: Met Not Met

4.7.1 Utilization of Volunteers

Standard: Volunteers should be utilized by the agency in a variety of positions.

Visitor Comments: Provided evidence of several volunteer announcements, job descriptions or requests for volunteers/interns and/or docents, evidence below which explains need, expectation and descriptions of utilization.

- *TPRD Internship Manual*
- *TPRD Volunteer Program Information Manual*
- *TPRD Teen Volunteers/Jr. Leadership Program Information*
- *TPRD Jr. Lifeguard/WSI Program Information*
- *Reid Park Zoo Docent Program and Teen Volunteer Information*
- *Tucson Parks Foundation Membership Form*
- *TPRD Commission Member Roster*
- *Tucson Greens Committee Member Roster*
- *Tucson Rodeo Grounds/Parade Citizens' Oversight Committee Roster*
- *TPRD Procedure and Regulation Manual, Section 13 -Personnel, 13.2 Volunteers and Community Service Workers*
- *Tucson Clean and Beautiful Information*

Visitor Evaluation: Met Not Met

4.7.2 Recruitment, Selection, Orientation, Training, and Retention

Standard: There should be an on-going function within the agency for the recruitment, selection, orientation, training and retention of volunteers, including procedures on background screening.

Visitor Comments: Verified the evidence below which demonstrates recruitment, selection, orientation, etc. per the above standard. Verified the requirement for background checks.

- *TPRD Job/Volunteer Opportunities*
 - *TPRD Volunteer Program Manual*
 - *TPRD Jr. Leadership Program Training Packet*
 - *TPRD Adult Leadership Training Packet*
 - *Reid Park Zoo Volunteer Information*
- TPRD Procedure and Regulation 13.1, Employee Background Checks*

Visitor Evaluation: Met Not Met

4.7.3 Supervision and Evaluation

Standard: Agency volunteers should be monitored, should receive supervisory visits and conferences, and be evaluated regarding performance.

Visitor Comments: Volunteerism is decentralized within TPRD, therefore each area that oversees

volunteers has their own evaluation methodology for supervising and reviewing performance. Verified the evidence below which demonstrates an expectation of performance and supervision/verification of work completed or performed through either tracking of work accomplished and/or hours completed, as well as copies of job performance evaluations.

- *TPRD Jr. Leadership Program Mentor Responsibilities Checklist*
- *TPRD Volunteer Youth Behavior Agreement Form*
- *TPRD Jr. Leadership Observation/Performance Evaluation*
- *TPRD Volunteer Hours Log*
- *TPRD Letter of Agreement of Volunteer Programs*
- *TPRD Zoo Evaluation Form for Volunteers*
- *TPRD Lifeguard Evaluation Form*

Visitor Evaluation: Met Not Met

4.7.4 Recognition

Standard: There should be a function within the agency for the recognition for volunteers.

Visitor Comments: TPRD uses many forms of appreciation, varying from dept to dept. Evidence of samples were provided such as thank you letters, certifications of appreciation, recognition dinners, etc. There is not a comprehensive volunteer recognition program at the TPRD nor the City of Tucson level. It is done decentralized at random. Although it may be inconsistent, volunteers are being recognized.

Visitor Evaluation: Met Not Met

4.7.5 Liability Coverage

Standard: Agency volunteers should be covered for negligence liability by the agency.

Visitor Comments: No evidence of coverage except a memo from the risk manager saying they have coverage. Need more tangible evidence to prove the statement.

Visitor Evaluation: Met Not Met

4.8 Consultants and Contract Employees

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

Visitor Comments: TPRD uses contract employees for officiating and evidence of the contract guidelines were verified. All other consultant or contract services adhere to the TPRD's purchasing guidelines: City of Tucson Procurement Department Job Order Contracting Guidelines, which were also verified along with the City of Tucson Architecture and Engineering Contracts Division Document.

Visitor Evaluation: Met Not Met

CATEGORY 4: HUMAN RESOURCES

Reviewed By: Julie Parascondola

Standards 4.6.3, 4.7.5 were not met.

Major Concerns: None

Secondary Concerns:

- **Encourage TPRD to consider strengthening centralized volunteer management in regards to**

establishing minimum standards for recognition and supervision, so there is equity across all districts.

- Encourage TPRD to consider working closer with COT risk management/legal division in regards to understanding liability coverage's for volunteers, along with preventative measure in minimizing risk involved with managing volunteers.
- Encourage TPRD to consider working with staff in regards to developing individualized staff or career development plans based on long term staff and agency goals and succession planning.
- Encourage TPRD to consider completing the succession plan, using the framework that was developed.

The City of Tucson has sound structure in place in regards to human resource management tools and policies. All their HR policies are accessible by employees via the intranet which allows for transparency and communication. These processes are evident in the dedication and passion of their staff. There are no major concerns, however, just a few areas to consider:

5.0 Financial Management

NOTE: Standards marked with a star (★) are fundamental standards, and are required of all agencies seeking accreditation.

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.

Visitor Comments: Evidence of compliance was provided by documentation of City of Tucson Municipal Code, Chapters XIII, 12A, and XXIX. This states that Mayor and Council will provide assessments,

levy, collection of taxes, use of county services and statutory powers authorized. It addresses expenditures and revenues, the requirement to prepare and adopt an annual budget, taxes and tax rates, investments, and requires an annual independent audit report. This also sets forth the powers and duties of the Director of Finance over all the financial affairs of the city.

Visitor Evaluation: Met Not Met

5.1.1 Fees and Charges★

Standard: There shall be an established policy on the type of services for what fees and charges may be instituted and the basis for establishing the amount of such fees and charges.

Visitor Comments: Evidence of compliance includes City of Tucson Municipal Code, Chapter 21- Parks and Recreation, Mayor and Council Memorandum dated July 7, 2009, User Fee Pricing and Cost Recovery Policy, Mayor and Council Communication dated October 14, 2009 – Public Hearing: Tucson City Golf Rate Structure – FY 2010, User fee Pricing and Cost Recovery Policy dated January 5, 2010, and a TPRD department fee schedule dated January 19, 2010.

Visitor Evaluation: Met Not Met

5.1.2 Acceptance of Gifts and Donations

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

Visitor Comments: Gifts and donations can be submitted to the City of Tucson (TPRD) directly or through the Tucson Parks Foundation and/or the Dan Felix Memorial Fund, which are 501(C) (3) charitable organizations. Evidence of compliance includes copies of the City of Tucson Municipal Code Chapter IV, Sec. 1(5) Receipts of Gifts, Memorial Tree and or Bench with Plaque -Donation -Procedure and Regulation Manual Department Regulation 15.21, Administrative Directive 1.04-1 - Intergovernmental Agreements, Administrative Directive 3.05-3 – Financial Participation Agreement, Page 2 Section III #2. Administrative Directive 4.02-1 -Real Property Acquisition, Lease, Management and Disposition Section II. D, Tucson Parks Foundation Brochure, and Dan Felix Memorial Fund Brochure.

Visitor Evaluation: Met Not Met

5.1.3 Governmental Grants

Standard: Where feasible and appropriate, regional, state and federal grants should be used to supplement agency funding through an established procedure to research, coordinate and implement grants.

Visitor Comments: The City of Tucson applies for and has received a number of grants from governmental sources. Evidence of compliance include Administrative Directive on Grants 1.04-2, and Summary of Governmental Grants received by the City of Tucson/TPRD for the last five years that includes title, date awarded, grant amount, and match amount.

Visitor Evaluation: Met Not Met

5.1.4 Private, Corporate, and Non-Profit Support

Standard: Where feasible and appropriate, private, corporate, and non-profit support should be used to supplement agency funding through an established procedure to research, coordinate and implement alternative funding

Visitor Comments: Evidence of compliance was found in the file which included several Administrative Directives outlining procedures for outside participation and partnerships of funding for the City. These included Administrative Directive on Grants 1.04-2, Administrative Directive on Intergovernmental Agreements 1.04-1, Administrative Directive on Financial Participation Agreements, Master Operating Agreements, and Memoranda of Understanding 3.05-3. The file also included documentation of Civic Contributions Fund 019 Account Balances & Interest Allocation and several great examples of projects having private, corporate, or non-profit support. Many of these were also listed in the self assessment document.

Visitor Evaluation: Met Not Met

5.2 Fiscal Management Procedures★

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

Visitor Comments: Evidence of compliance was shown through a series of documents starting with the City of Tucson, Code of Ordinances, Chapter XXIX, Department of Finance.

This then progresses to the City of Tucson, Administrative Directives:

Section 1.01-1, Administrative Directive (Purpose of Administrative Directives)

Section 1.07-2, Force Labor Account

Section 1.07-3, Bond Programs: Scheduling of Bond Sales and Completion of Bond Financed Projects

Section 3.01-2, Accounts Receivable Procedures

Section 3.02-2, Payment Authorization for Services/Items Procured Outside the City's Procurement Process (DA-23)

Section 3.02-5, Financing of Equipment or Other Property

Section 3.05-3, Financial Participation Agreements, Master Operating Agreements, and Memoranda of Understanding

Progressing to TPRD policies:

TPRD Procedure and Regulation Manual, Section 3.1, "Use of Form DA-23s, Encumbrance/Payment Authorization Form"

TPRD Procedure and Regulation Manual, Section 3.12, "Purchase Requisitions"

TPRD Procedure and Regulation Manual, Section 3.17, "Refundable Account Procedures"

TPRD Procedure and Regulation Manual, Section 3.3, "Imprest Accounts: Petty Cash, Change and Checking"

TPRD Procedure and Regulation Manual, Section 3.1, "Travel Authorization and Expense Allowances"

Visitor Evaluation: Met Not Met

5.2.1 Authority and Responsibility for Fiscal Management

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Standard: The agency's chief administrator should be designated as having the authority and responsibility for the fiscal management of the agency.

Visitor Comments: Evidence of Compliance was found with documentation of the City of Tucson, Code of Ordinances, Chapter XXXI, Section 2, and several job descriptions that show a chain of personnel with fiscal responsibility within the TPRD. These job descriptions include the Director of Parks & Recreation, Management Coordinator, Management Assistant, Staff Assistant, and Administrative Assistant.

Visitor Evaluation: Met Not Met

5.2.2 Purchasing Procedures

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

Visitor Comments: Evidence of compliance found in the file included the City of Tucson, Code of Ordinances, Chapter XV – Procurement, The City of Tucson, Code of Ordinances, Part II – Tucson Code, Chapter 28 – Tucson Procurement Code, Job Description for the Director of Procurement, and the City of Tucson, Department of Procurement’s, Customer Procedure Manual.

Visitor Evaluation: Met Not Met

5.2.2.1 Emergency Purchase Procedures

Standard: There should be established procedures for emergency purchases within the agency.

Visitor Comments: Evidence of compliance is provided with a copy of the City of Tucson, Department of Procurement’s, Customer Procedure Manual, Emergency Requisitions, page 34.

Visitor Evaluation: Met Not Met

5.3 Accounting System★

Standard: The agency shall have a comprehensive accounting system.

Visitor Comments: The City of Tucson utilizes AMS Advantage Financial; a financial management system specifically designed to support local government functions. It’s standard accounting functions are general ledger, accounts payable and receivable, fixed asset accounting, encumbrance control, fund accounting, cost accounting, as well as grants and project management for the City. TPRD utilizes Class to record and track facilities scheduling, program reservation and associated revenue. The modules include Program Registration, Facility Booking, Membership and Pass Sales, Point of Sale, and Public Access (EZEereg Registration On-line or by Phone). The department files include an AMS manual and Class summary and introduction information.

Visitor Evaluation: Met Not Met

5.3.1 Financial Status Reports

Standard: The agency should utilize monthly financial status reports.

Visitor Comments: Evidence of compliance was found in the file including reports from December 2009, January and February 2010. Examples included the Finance Department’s Monthly Expenditure Report – A103, Finance Department’s Monthly Revenue Report – A203, and the TPRD Monthly Expenditure and Tucson Parks and Recreation – May 2010

Revenue Reports.

Visitor Evaluation: Met Not Met

5.3.2 Position Authorization

Standard: There should be established procedures for maintaining control over approved positions in relation to budget authorizations.

Visitor Comments: Evidence of compliance includes the City of Tucson Adopted Budget, Fiscal Year 2010, the FY 2010 Compensation Plan, the Position Resources by Classification-Parks and Recreation, and a complete Personnel Roster for the department.

Visitor Evaluation: Met Not Met

5.3.3 Fiscal Control and Monitoring

Standard: There should be established procedures used for collecting, safeguarding, and disbursing funds.

Visitor Comments: Evidence of compliance was found in several documents including: City of Tucson Administrative Directive #3.02-1 Imprest Accounts: Petty Cash, Change and Checking Accounts, P&R Department Procedure and Regulation Manual #3.3 -Imprest Accounts: Petty Cash, Change and Checking, P&R Department Procedure and Regulation Manual -Point of Sale – Cash Handling/Balancing, TPRD Question & Answer Fact sheet – Class Cash Handling/POS, and a PowerPoint Presentation on Cash Handling Training.

Visitor Evaluation: Met Not Met

5.3.4 Independent Audit ★

Standard: There shall be an independent audit of the agency's fiscal activities conducted annually.

Visitor Comments: Evidence of compliance was found in the City of Tucson, Arizona, “Comprehensive Annual Financial Report, For the Fiscal Year Ending June 30, 2009” including the independent auditors report conducted by Heinfeld, Meech and Co.,P.C. This report includes Management’s Discussion and Analysis (MD&A) that includes city’s analysis or responses to the financial statements. The department file also included the 2008 CAFR showing that these audits are conducted annually.

Visitor Evaluation: Met Not Met

5.4 Annual Budget ★

Standard: There shall be an annual operating and capital improvements budget(s), including both revenues and expenditures.

Visitor Comments: Evidence of compliance includes copies of the City of Tucson Adopted Budget, Fiscal Year 2010, and City of Tucson Approved Five-Year Capital Improvement Plan, Fiscal Years 2010 through 2014.

Visitor Evaluation: Met Not Met

5.4.1 Budget Development Participation

Standard: The heads of major agency components within the agency should participate in the development of the agency's budget.

Visitor Comments: The TPRD's Management Coordinator and Parks and Recreation Budget Team participate fully in the budget development process. The Operating Budget Manual is distributed to departments with full instructions on budget preparation. This document is available on the intranet for all employees. The budget team meets with departmental staff to review budget targets and adjust expenditure limits accordingly. As the budget is prepared, the Director, Deputy Director, District Administrators, and Management Coordinator, review the budget proposal for accuracy. A transmittal memo is prepared which captures all of the pertinent budget information contained in the document. A more formal process for staff involvement at all levels should be considered. Evidence of Compliance includes the City of Tucson, Operating Budget Manual, Budget Update Fiscal Year 2010, and the FY 2010 Budget Preparation, Projects and Staff Assignments listing in the file.

Visitor Evaluation: Met Not Met

5.4.2 Budget Recommendations

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

Visitor Comments: Evidence of compliance includes FY 2011 Parks and Recreation Budget Submission Memorandum, FY2011 Tucson City Golf Budget Submission, both dated March 29, 2010, and the Parks and Recreation Capital Improvement Program Submission for FYs 2011 through 2015 dated January 25, 2010, all from the Department Director to the Deputy City Manager and Program Manager of Budget and Internal Audit. These documents clearly show analytic assessments of personnel and other resource needs and specific budget recommendations.

Visitor Evaluation: Met Not Met

5.5 Budget Control

Standard: There should be procedures for budget control within the agency, including an allotment system, accounting system, frequent reporting of revenues and expenditures, and continuous management review.

Visitor Comments: TPRD management and administrative staff participate in monthly budget meetings to review expenditure history. Administrative staff uses a series of financial reports to reconcile expenses with project budgets, monitor spending and reduce over-expenditures. The Detail list of Obligations displays the total expenditure amounts for the current month and fiscal year to date compared to the Current Budget amounts, and the Department/Unit Detail that displays the detail of the expenditures in the current month. Additionally, the Finance Department establishes procedures and deadlines to close the City's financial business at the end of each fiscal year. Evidence of Compliance includes a copy of a City of Tucson, Financial Reports, Detail Listing Of Obligations-March 2009, City of Tucson, Financial Reports, Department/Unit Detail-March 2009, and Fiscal Year 2009, Year-end Procedures and Key Event Dates.

Visitor Evaluation: Met Not Met

5.5.1 Supplemental/Emergency Appropriations

Standard: There should be established procedures for requesting supplemental or emergency appropriations and fund transfers.

Visitor Comments: Supplemental or emergency appropriations are secured through the budget change process. The process of approval required for a Budget Change Request (BCR) goes through the Management Coordinator, Department Director, Budget Analyst, and Budget Director. Evidence of compliance includes documentation of TPRD's Procedure and Regulation Manual 3.6 - Emergency Budget Appropriations Procedures/Budget Change Request (BCR) Process.

Visitor Evaluation: Met Not Met

5.5.2 Inventory and Fixed Assets Control

Standard: There should be established procedures for inventory control of agency property, equipment, and other assets.

Visitor Comments: Evidence for compliance includes documentation of Administrative Directive, 4.01-3, Fixed Assets and Other Equipment, TPRD Procedure and Regulation Manual #3.14 – Transferring or Disposing of City Assets, and TPRD Procedure and Regulation Manual #3.15 – Annual Fixed Asset and other Equipment Inventory verification.

Visitor Evaluation: Met Not Met

CATEGORY 5: FINANCIAL MANAGEMENT

Reviewed By: Rod Tarullo

All Standards Met.

Major Concerns: None

Secondary Concerns: None

The City of Tucson and the Tucson Parks and Recreation Department have great systems and procedures in place to ensure excellent financial management. The department faces economic challenges similar to most other agencies. Their policies, accounting, budget development and control all work to make sure that everyone fulfills their fiduciary duties.

6.0 Programs and Services Management

NOTE: Standards marked with a star (★) are fundamental standards, and are required of all agencies seeking accreditation.

6.1 Recreation Programming Plan★

Standard: The agency shall utilize a recreation programming plan that includes both a long-range plan covering 3-5 years or more that is periodically reviewed and a current-year implementation plan.

Visitor Comments: A newly developed and approved Recreation Programming Plan was reviewed. the plan is comprehensive and includes elaborate goals and objectives, evaluation, project tracking and short and long term actions.

Visitor Evaluation: Met Not Met

6.1.1 Program and Service Determinants

Standard: The programs and services provided by the agency shall be based on the conceptual foundations of play, recreation, and leisure; constituent interests and needs; community opportunities; agency philosophy and goals; and experiences desirable for clientele.

Visitor Comments: Examination of the Program and Service Matrix determinants demonstrated comprehensive coverage of all areas. TPRD offers a variety of opportunities based on the conceptual foundations of play, recreation, and leisure. These programs are spread out in adult sports, aquatics, leisure class, out-of-school, senior, social service, and therapeutics programs. Most of these programs are designed to enhance the quality of life by providing gratifying, safe, and beneficial leisure opportunities for constituents from all demographic categories.

Visitor Evaluation: Met Not Met

6.1.2 Participant Involvement

Standard: The agency's development of programs and services should involve participants.

Visitor Comments: Evidence was found illustrating extensive participant involvement which included feedback from individual participant evaluations throughout the year. The Program Guide and Class Catalog provide opportunities for participants to express activity interests. Examined community surveys displayed public programming interest feedback. There is demonstrated continuous and open communication with ward offices (memos/reports), recreation center operation committees, senior club officers, and TPRD Commissioners (reports).

Visitor Evaluation: Met Not Met

6.1.3 Self-Directed Programs and Services

Standard: The agency should offer self-directed recreation opportunities.

Visitor Comments: Viewing program guides, touring of facilities and inventory lists demonstrated significant self-directed program offerings. These include tennis courts, weight rooms, open gyms, use of pool tables, swimming pools, open athletic fields, outdoor basketball courts, walking trails, multi-use paths, picnic facilities, playgrounds, orienteering courses

Visitor Evaluation: Met Not Met

6.1.4 Leader-Directed Programs and Services

Standard: The agency should offer leader-directed recreation opportunities.

Visitor Comments:

Examples of out of school programs, inter-center sports, inter-centers senior sports, senior center activities, leisure classes, summer rec clubs, art in reality, in-betweeners' club, junior leadership program, special events: Mud Monster and Family Festival in the Park are samples of leader directed programs that were observed, noticed in program guides or on provided lists.

Visitor Evaluation: Met Not Met

6.1.5 Facilitated Programs and Services

Standard: The agency should offer facilitated recreation opportunities.

Visitor Comments: Extensive listings were provided showing 17 sample facilitated program offerings which displayed working with youth associations, neighborhood groups, numerous single focus non-profits, YMCAs, task forces. Specific techniques cited were the providing a meeting place, some administrative help in publicity, and "seed money" if needed; eventually the organization may become self-sustaining.

Visitor Evaluation: Met Not Met

6.1.6 Fee-Based Programs and Services

Standard: The agency should offer programs and services for a fee.

Visitor Comments: A specific fee based policy was reviewed. Lists were provided demonstrating fee based programs and services which include these samples: Swimming Classes, Adaptive Aquatics, Holiday Clubs, KIDCO Afterschool and Summer Programs, Jewelry Classes, Arts and Crafts Classes, Gymnastics, Music Classes, Recreation Centers, Sports Classes, Sports Leagues, Theatre, Therapeutics Activities, Tennis, Golf, Zoo, Picnic Facilities (ramadas), Ball fields, Sand volleyball courts

Visitor Evaluation: Met Not Met

6.1.7 Cooperative Programming

Standard: There should be cooperative programming among the public, commercial, and nonprofit entities.

Visitor Comments:

Specific samples including contracts and MOUs were provided including: Public School and community college facilities are shared by way of Inter-government Agreements (IGA), Also, many of the neighborhood centers offer space and assistance for a variety of nonprofit organizations. An example of agencies at TPRD facilities include: Salvation Army, Community, Food Bank, El Rio Health clinic, PCC-Adult Education, Arizona Children's Association, Emerge, Tucson Urban League, Midwife, and Planned Parenthood.

Visitor Evaluation: Met Not Met

6.2 Objectives★

Standard: There shall be specific objectives established for programs or services.

Visitor Comments: The observed objectives in seven categories were clearly articulated and easily measured.

Visitor Evaluation: Met Not Met

6.3 Program Evaluation

Standard: Programs shall be evaluated regularly and systematically based on stated program objectives.

Visitor Comments: Evidence was provided on both overall program categories evaluation and specific activity evaluations and analysis. Examples included: Out-of-School Evaluations, Out-of-School Program Comparisons.

Visitor Evaluation: Met Not Met

6.4 Outreach to Underserved Populations★

Standard: The agency shall proactively extend programs and services to residents who may be underserved in the community.

Visitor Comments: Detailed listings were provided that state numerous methods the department uses for outreach including: Department's quarterly publication, the Program Guide and Class Catalog, provides a detailed listing of programs, classes, facilities, and services which is made available in all City of Tucson recreation centers, district offices, libraries, City Hall and through the TPRD web site, www.tucsonaz.gov/parksandrec. The document is also available to the blind, upon request. The Discount Program affords people of lower economic levels the opportunity for reduced payment/program costs.

In KIDCO, the nationally recognized afterschool and summer program for youth, the department provides transportation from sites with large waiting lists to other less populated sites in an effort to serve as many children as possible. The Therapeutics Unit has a full-time Recreation Coordinator and various support staff to assist with inclusion support and initiatives throughout the City. This unit provides opportunities for

youth and adults with and without disabilities to experience recreation and leisure time together, and ensures that all programs and facilities are inclusive and comply with the Americans with Disabilities Act (ADA). Currently there are three dedicated senior facilities within the Department in addition to many programs and activities offered at most of the 18 recreation and special interest centers. The

programs and activities encourage older adults to stay active mentally and physically and are offered at little or no cost. Through a number of partnerships and grants, TPRD also offers nutrition services and health and wellness education.

Visitor Evaluation: Met Not Met

6.5 Scope of Program Opportunities

Standard: The agency's programs shall provide opportunities in all program fields for various proficiency levels, ability, socio-economic levels, racial and ethnic backgrounds, ages, and gender in accordance with the agency's statement of mission.

Visitor Comments: Detailed and complete matrix was examined.

Visitor Evaluation: Met Not Met

6.6 Selection of Program Content

Standard: The selection of program content, specific activities, and opportunities shall be based upon an understanding of individual differences and the culture of the community.

Visitor Comments: The City of Tucson Parks and Recreation Program Service Matrix was reviewed showing how programs are developed including community input, agency collaboration and demographic statistics.

Visitor Evaluation: Met Not Met

6.7 Community Education for Leisure

Standard: The agency should have a function to educate the community on the benefits, values, and impacts of leisure services.

Visitor Comments: although extensive information about quality programming was presented, no specific data was shown on how the department educates the community on the value, benefits, and impact of leisure services.

Visitor Evaluation: Met Not Met

6.8 Program and Service Statistics

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

Visitor Comments: Summary reports including Sports Unit Performance Measures Report, Sports Unit Participation Numbers Report, Membership Statistics Report, Class System Report, KIDCO Registration Report and a Demographics Statistics Link. Also included was the Summary and Definition of Class System Reports manual.

Visitor Evaluation: Met Not Met

CATEGORY 6: PROGRAMS AND SERVICES MANAGEMENT

Standard 6.7 was not met

Reviewed By: Bob Bierscheid

Major Concerns: None

Secondary Concerns:

- **Community Education for Leisure**

Tucson Parks and Recreation has developed an outstanding array of accessible, professionally organized and supervised recreation programs and service. Continuing monitoring and analyzing the Programming Plan are encouraged. An increasing challenge because of the tremendous economic times will be to keep them affordable.

7.0 Facility and Land Use Management

NOTE: Standards marked with a star (★) are fundamental standards, and are required of all agencies seeking accreditation.

7.1 Acquisition of Park and Recreation Lands

Standard: The agency should have established policies and procedures for the acquisition of lands for park, recreation, conservation, and historical-cultural purposes.

Visitor Comments: Verified evidence below providing documentation in regards to acquiring land and having legal authority to do so.

- *Arizona Revised Statute Title 9 – Cities & Towns Chapter 2 – Form of Government*
- *Article 3 – Town Incorporated Under Common Council Government (9.240 through 9.241)*
- *Chapter 4 – General Powers*
 - Article 1 – Purchase, Sale or Lease of Property (9-401 through 9-409)*
 - Article 6 – Municipal Planning (9-461.12)*
 - Article 6.2 – Municipal Subdivision Regulations (9-463.05 through 9-463.06)*
 - Article 6.3 – Open Space Conservation (9-464 and 9-464.01)*
 - Article 8 – Miscellaneous (9-499.01)*
- *City of Tucson Land Use Code Article 5 -Administration Divisions, 1. Powers & Duties*
- *Chapter IV – Power of City*
- *Sec. 1 # 4 through 6, 9, 13, 22 through 26*
- *City of Tucson Administrative Directives*
 - *1.07.7 -Protection of Archaeological and Historical Resources in City Projects*
 - *4.02-1 -Real Property Acquisition, Lease Management and Disposition*

Visitor Evaluation: Met Not Met

7.2 Development of Areas and Facilities

Standard: The agency should have established policies and procedures for the development of park and recreation land and facilities.

Visitor Comments: Verified documentation referenced below establishing policies and procedures for the development of parks and recreation land and facilities. TPRD/City of Tucson utilizes a 3 year action plan for review of goals/policies adopted within the General Plan, evidence was verified there is quarterly review and updating of those policies where applicable. In addition, evidence was provided from the Community Design Review Committee who is the accountable technical advisory committee for reviewing development policies, reviews and procedures. Evidence of standards, meetings and review is in the file.

- *City of Tucson General Plan*
 - *Element 1 – Growth Areas and Population*
 - *Element 2 – Land Use*
 - *Element 4 – Community Character and Design*
 - *Element 5 – Cultural Heritage*
 - *Element 10 – Parks, Recreation, Open Space and Trails (PROST)*
 - *Element 12 – Cost of Development*
- *City of Tucson Development Standards, Section 1, 1-01 Procedures for the Establishment of Development Standards*
- *City of Tucson Municipal Code, Chapter 23A – Development Compliance Code*
- *City of Tucson Land Use Code Article II. Zones, Division 8, Overlay Zones Historic Preservation Zone, 2.8.8*
- *City of Tucson Administrative Directives*
 - *1.02-9 Procedures for the Establishment of Development Standards*
 - *1.07-7 Protection of Archaeological and Historical Resources in City Projects*
 - *4.02-1 Real Property, Acquisition, Lease, Management and Disposition*

Visitor Evaluation: Met Not Met

7.3 Defense Against Encroachment

Standard: The agency should have procedures for protecting park and recreation lands and facilities from encroachment.

Visitor Comments: TPRD uses guiding principles from their General Plan and strategies referenced below which demonstrate key areas to focus on in regards to the protection of park and recreation lands.

- *City of Tucson General Plan Element 2 -Land Use Supporting Policy 10.3 Element 4 -Community Character and Design Action 1.1A, 1.1D, 1.1E*
- *Element 10 -Parks, Recreation, Open Space, and Trails (PROST) Action 8.1D, 8.1F, 9.2A, 9.4A, 9.4C*

Visitor Evaluation: Met Not Met

7.4 Disposal of Lands

Standard: The agency should have established procedures regarding the disposal of park and recreation lands.

Visitor Comments: Verified evidence below which establishes a procedure on how to dispose of park and recreation lands.

- *Arizona Revised Statutes Title 9 – Cities & Towns Chapter 4 – General Powers*
- *Article 1 – Purchase, Sale or Lease of Property (9-402, 9-405, 9-407)*
- *City of Tucson Land Use Code Article 5 -Administration Divisions, 1. Powers & Duties*
- *City of Tucson Administrative Directives 4.02-1, Real Property Acquisition, Lease Management and Disposition*
- *City of Tucson Municipal Code*
- *Part I. -Charter Chapter IV. Powers of Mayor, Sec. 1 – Enumerated 5, 24, 28 Chapter VII. Powers of Mayor & Council, Sec. 1 – Enumerated 29*

Visitor Evaluation: Met Not Met

7.5 Maintenance and Operations Management Plan★

Standard: There shall be an established maintenance and operations plan for management of the agency's park and recreation areas, facilities, and equipment.

Visitor Comments: Verified extensive documentation in regards to TPRD's maintenance management program, most specifically the Parks and Recreation Maintenance Management Plan. This plan has set classifications, along with clear identified standards for tasks. Verified tasks are then separated out by maintenance levels by park classification. Verified sample reports from maintenance management software program that tracks staff time, usage, costs, hours worked – even delineating volunteer time vs. staff time. Verified staff training programs past, current and planned. Facility maintenance management plan was also provided outlying cleaning schedules, maintenance standards, cost per facility, work order and/or trades specialty work, including preventative maintenance. Also included was the Tucson City Golf Maintenance Standards and Guidelines.

Visitor Evaluation: Met Not Met

7.5.1 Facility Legal Requirements

Standard: There should 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.

Visitor Comments: Verified the evidence provided below that demonstrated a multi-faceted approach and process in place to verify legal requirements and mandates for facilities and parks. Several staff teams take a role in compliance: City of Tucson's Attorney's office, TPRD Standards Committee and Park Quality Control Inspectors, MAIT (multi-agency inspection team) – all of which provided evidence in regards to inspections and adherence, sample reports, etc. TPRD also utilizes MSDS in regards to safety measures. Verified the 2010 MAIT inspection schedule which identifies all current facilities inspection schedules, along with 2009 last inspection schedule by MAIT.

- *Park Quality Control Inspection Guidelines and Forms*
- *City of Tucson Central Safety Services -Material Safety Data Sheets & Online 3E MSDS Lookup website*
- *City of Tucson Administrative Directives*
 - *2.05-7 Accessibility in Programs and Services*
 - *3.04-2 Occupational Safety and Health Manual*
- *City of Tucson Central Safety Services – Multi-Agency Inspection Team and Inspection Protocol – CSS Number S-016 Occupational Safety and Health Manual <http://intranet.ci.tucson.az.us/css/pdfs/maits/S-016.pdf>*
- *Sample MAIT Inspection results*

Visitor Evaluation: Met Not Met

7.5.2 Preventive Maintenance Plan

Standard: There should be a comprehensive preventive maintenance plan, which incorporates a preventative program for each facility that includes regularly scheduled systematic inspections and detailed safety checks.

Visitor Comments: Verified evidence that TPRD utilizes a multi-agency inspection team that routinely inspects parks and facilities, covering all areas including high profile areas such as play equipment. Evidence of sample reports utilized was provided. Standards were provided in regards to how inspections were completed. The City of Tucson's general services department provided a set schedule of tasks completed at facilities, which do include proactive preventative maintenance schedules, such as refinishing hard floors annually, routine servicing of electrical/plumbing systems, replacing air filters, annual inspections of sewer systems, roof cleaning, etc. Sample reports and lists of past inspections were provided. A sample of a 2010 pending preventative maintenance schedule was provided. Equipment is serviced on a preventative maintenance schedule utilizing specific manufacture's recommendations for repairs and service. Evidence of expectation of staff and equipment maintenance was provided in the Maint Management Plan. A new program is also being launched to more effectively and proactively manage their turf. A draft sample was provided.

Visitor Evaluation: Met Not Met

7.5.3 Recycling

Standard: There should be a recycling program for park and recreation facilities as well as the agency's administrative offices.

Visitor Comments: TPRD has a recycling program for their administrative offices, recreation facilities and co-sponsored events. Evidence was provided below in regards to setting policy direction. The Environmental Services Department report demonstrates evidence of their performance outcomes of recycling and their outreach program.

- *City of Tucson Administrative Directives*
- *8.01-2 Recycling at City of Tucson Governmental Offices, Sponsored or Co-Sponsored and/or hosted events.*
- *Environmental Services Department "Tucson Recycles" Annual Report – 2008*

Visitor Evaluation: Met Not Met

7.6 Fleet Management Plan

Standard: The agency should have an established fleet management plan comprised of an inventory and maintenance schedule of all vehicles and other major equipment, annual inspections, and a replacement schedule.

Visitor Comments: Verified TPRD's fleet inventory evidence which included make, models, IDs, serial #s. Evidence of protocols and procedures in utilizing TPRD vehicles was verified. Evidence of a maintenance schedule past and future was verified. Vehicle maintenance is managed via software which includes historic information on repairs, pending scheduled repairs, fuel consumption, etc. Verified evidence of a fleet replacement schedule through FY 2014, however funding challenges have deferred the replacement frequency.

Visitor Evaluation: Met Not Met

7.7 Agency-Owned Equipment and Property

Standard: There should be policies and procedures for the management of and accountability for agency-owned equipment and property.

Visitor Comments: TPRD utilizes the procurement policy for any equipment or property purchases, evidence of the policy was provided. Administrative Directives were provided that give guidance on financing more expensive pieces. Evidence of an IT policy was verified, which address computers, software, cell phones, etc. Verified TPRD has an Administrative Directive 4.01-3 Fixed Assets and Other Equipment which addresses staff expectations in regards to authorized use, inventory tagging, lost or stolen, sale of, etc. Verified 6.01-2 Motor Vehicle and Equipment Acquisition, Maintenance, Repair, Retention and Disposal policy. Verified procedural documents that clarify for staff equipment usage standards and expectations. Verified staff is trained via New Employee Orientations, as well as all information available on the intranet. Verified a TPRD fixed asset inventory for 2009.

Visitor Evaluation: Met Not Met

7.8 Natural Resource Management and Environmental Stewardship★

Standard: There shall be environmentally sound policies and procedures that are integral to all Tucson Parks and Recreation – May 2010

operations.

Visitor Comments: Verified the TPRD's City of Tucson General Plan outlining various sections directly related to managing natural resources and/or being environmental stewards, all at the policy level with specific identifiable goals and strategies for natural areas and stewardship. The City of Tucson has several land use codes used by TPRD directly related to Open Space management evidence was provided including codes focusing on landscaping requirements in regards to native plant utilization, draught tolerance, using reclaimed water, storm water retention, rainwater harvesting, flood plain management, etc. All evidence referenced in the self assessment was provided and verified.

Visitor Evaluation: Met Not Met

7.9 Environmental Sustainability

Standard: The agency should have an established environmental sustainability policy that addresses energy conservation, environmentally preferable purchasing, water conservation/quality protection and sustainable design/construction of buildings and facilities.

Visitor Comments: The City of Tucson's General Plan identifies key areas for environmental sustainability, Element #14, which is their policy statement. Verified the City of Tucson's Office of Conservation and Sustainable Development sustainability report which highlights key goals, performance outcomes, policy statements, etc. Verified evidence the City of Tucson and TPRD are all working towards sustainable goals listed in the standard and more. Evidence of reductions and achievements in their goals were provided. Information is communicated to staff in many methods, most prominently, on the website and intranet, both of which were verified.

Visitor Evaluation: Met Not Met

7.10 Maintenance Personnel Assignment

Standard: The agency should have procedures for the assignment of competent personnel with clearly defined duties for routine maintenance, repairs and minor improvements, general cleanliness and overall attractiveness of areas, facilities, and equipment.

Visitor Comments: Verified Administrative Directive 2.02-12A Civil Service Open Competitive Recruitment, Examination, Certification and Appointment, which gives clear direction in regards to appointing and/or assigning personnel initially upon hiring. Verified TPRD procedures in regards to temporary assignments. Verified TPRD Maintenance Management Plan which assigns personnel and has set clear hourly standards to complete tasks, including vehicle/equip maintenance, which is then monitored for adherence. Verified job descriptions clearly state knowledge, certifications, etc in regards to having the right classifications with skill sets required. Verified City of Tucson's General Services divisions work program and how they assign tasks and staff for TPRD facilities.

Visitor Evaluation: Met Not Met

7.11 Capital Asset Depreciation and Replacement

Standard: The agency should have an established depreciation and replacement schedule for all park and recreation capital assets.

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Visitor Comments: Verified the TPRD/City of Tucson's Fixed Asset Depreciation Report, ran 5/19/2010, however neither COT nor TPRD has a current have a replacement schedule.

Visitor Evaluation: Met Not Met

CATEGORY 7: FACILITY AND LAND USE MANAGEMENT

Reviewed By: Julie Parascondola

Standard 7.1.1 was not met.

Major Concerns: None

Secondary Concerns:

- **Encourage TPRD to consider establishing a capital asset replacement and lifecycle scheduled/inventory to help with capital planning and replacement.**

The TPRD has excellent processes in place in regards to maintenance management tools, standards, tracking of maintenance performance, etc., which was evident in the site tour and the quality of their system and facilities. The cross district administrators have a very open, collaborative approach to maintaining and programming Tucson's parks and facilities. There were no major concerns in this area, however, I would encourage TPRD to consider establishing a capital asset replacement and lifecycle scheduled/inventory to help with capital planning and replacement.

8.0 Public Safety, Law Enforcement and Security

NOTE: Standards marked with a star (★) are fundamental standards, and are required of all agencies seeking accreditation.

8.1 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.

Visitor Comments: The Tucson Municipal Code Part I, Chapter X, Section 7: Powers and Duties of Officers other than Mayor and Members of Council, the Tucson Municipal Code Part II, Chapter XXI, Section 6: Enforcement. the Tucson Municipal Code Part II, Chapter XXI, Sections 21-3 through 21-8: Regulations

regarding Park Use and the Photographic Evidence of Park Signage: Regulations regarding Park Use were provided and examined to show compliance with laws, regulations and ordinances to insure proper use and public safety.

Visitor Evaluation: Met Not Met

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 and recreation areas and facilities shall be clearly established to ensure that enforcement actions are upheld.

Visitor Comments: Tucson Police Department General Orders, Volume 5, Sections 5010-5024 was provided and examined which clearly articulates the authority of law enforcement officers, as well as the Director of Parks and Recreation, to enforce laws and ordinances pertaining specifically to activity within parks and recreation areas and facilities and is clearly established to ensure that enforcement actions are upheld.

Visitor Evaluation: Met Not Met

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.

Visitor Comments: The Tucson Police Department General Orders, Volume 5, Sections 5000=5010-5024 was provided which specifies the police officer training policies and requirements. Example of Syllabus of Training Procedures: Section 585-Model Lesson Plan: Traffic Direction 4.5.

Visitor Evaluation: Met Not Met

8.4 Public Safety and Law Enforcement Role of Agency Staff★

Standard: Agency staff has a role in educating and informing patrons of laws, ordinances, rules and regulations that apply to parks and recreation areas and facilities. This role and level of authority shall be established through policy directive.

Visitor Comments: Evidence was provided demonstrating how Tucson Parks and Recreation staff play a primary role in educating and informing patrons of laws, ordinances, rules and regulations that apply to parks and recreation areas and facilities, through the issuance of permits, licenses, and reservations. Additionally, all facilities and parks have rules, regulations, and/or ordinances that clearly inform the public of legal expectations and general rule compliance. The evidence included: Sample Rental/Reservation Permit, sample Use Invoice, sample Beer Permit and photographic evidence: Examples of Park Rules, Regulations, and Ordinance Signage.

Visitor Evaluation: Met Not Met

8.4.1 Staff Liaison to Law Enforcement Officers

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

Visitor Comments: By observed city code, the Director, has an official liaison assignment with the Tucson Police Department, as established in Part II, Chapter XXI, Section 6 of the Tucson Municipal Code.

For specific event communications, liaison is established through regular monthly meetings that are conducted across departments. Depending on the nature of the topic/issue/event, agency liaison is established based on chain of command, geographic area of the City.

Visitor Evaluation: Met Not Met

8.4.2 Public Safety and Law Enforcement In-Service Training for Staff

Standard: Agency staff should understand their role in public safety and law enforcement and relationships with law enforcement officers having jurisdiction within parks and recreation areas and facilities.

Visitor Comments: Agendas, curriculum sheets and rosters were examined.

Visitor Evaluation: Met Not Met

8.4.3 Handling of Disruptive Behavior

Standard: There should be established procedures prescribed for agency staff for response to disruptive behavior at agency areas and facilities.

Visitor Comments: The Recreation Programs Employee Handbook Procedures outline specific tactics for staff in dealing with behavior issues. Training rosters for employees were reviewed.

Visitor Evaluation: Met Not Met

8.4.4 Traffic Control, Parking Plans, and Crowd Control

Standard: Large-scale events hosted or facilitated by the agency require planning and coordination of traffic, parking and crowd control should be coordinated with the official law enforcement agency having jurisdiction over the affected areas.

Visitor Comments: Evidence was examined showing a detailed planning and implementation program for traffic control during special events in which the Parks and Recreation Project/Event Manager coordinates with both Tucson Police and Tucson Traffic Engineering to determine the level of need for special traffic control during the event. The training program for traffic control was also reviewed. This visitor also had the opportunity to see it work by attending a "POPS Concert in the Park". The TPRD Events Manual was reviewed which is very comprehensive and designed for event organizers in a step by step process.

Visitor Evaluation: Met Not Met

8.4.5 Handling of Evidentiary Items

Standard: Procedures should be established that guide agency staff in the preservation and handling of evidentiary items from discovery until transferred to the appropriate law enforcement authority.

Visitor Comments: A newly developed and department approved procedure for handling of evidentiary items was reviewed.

Visitor Evaluation: Met Not Met

8.5 General Security Plan★

Standard: The agency shall have a comprehensive general security plan addressing all major areas, buildings and facilities under its jurisdiction.

Visitor Comments: A comprehensive City of Tucson Parks and Recreation Department General Security Plan, dated April 20, 2010 with approval signatures of the Director of Parks and Recreation and the City Risk Manager was examined and found to have all the elements needed including: a. center has its own opening and closing assignments and procedures on-site. b. key assignments and responsibilities are addressed in the Parks and Recreation Manual. Additionally, each building has emergency evacuation signs and maps posted and escape routes clearly defined. Each center has Incident/Injury Reports on property. All staff is trained during orientation on how to fill out reports and the proper chain of command procedures.

Visitor Evaluation: Met Not Met

8.6 Emergency Management Plan

Standard: Park and recreation agencies, having roles in emergency management systems within their local jurisdiction, should be aware of the applicable operations plan.

Visitor Comments: The City of Tucson Emergency Operations Plan dated August 21, 2007 was examined and numerous references were found referencing the involvement of Tucson Parks and Recreation. Also examined were training documents including signed rosters. TPRD plays a key component in the City's Emergency Management Plan. Additionally, TPRD has developed its own Continuity of Operations Plan (COOP). The plan spells out TPRD's role, responsible staff, facilities, equipment, and other items which may be requested in an emergency situation.

Visitor Evaluation: Met Not Met

8.6.1 In-Service Training for Agency Staff

Standard: Through the use of in-service training, agency personnel should understand their role in ongoing security and emergency management.

Visitor Comments: Examined evidenced: Tucson Parks and Recreation Youth & Teen Programs Employee Handbook, Pages 91-104, City of Tucson Emergency Procedure Guide (Entire Manual) Parks and Recreation Safety/Tail Gate Meetings agendas, Northwest District Safety Rep Meeting (Sign-In Sheet). City of Tucson Parks and Recreation Department, Continuity of Operations Plan Tabletop Exercise, February 2009 (Emergency Plan – Tab 15)

Visitor Evaluation: Met Not Met

CATEGORY 8: PUBLIC SAFETY, LAW ENFORCEMENT AND SECURITY

Reviewed By: Bob Bierscheid

All Standards Met

Major Concerns: None

Secondary Concerns: None

There is an observable well organized and efficient public safety program with good rapport and interaction between Tucson Parks and Recreation and Tucson Police.

9.0 Risk Management

NOTE: Standards marked with a star (★) are fundamental standards, and are required of all agencies seeking accreditation.

9.1 Risk Management Plan★

Standard: There shall be a risk management plan reviewed on a regular basis which encompasses analysis of risk exposure, control approaches and financial impact for the agency.

Visitor Comments: A TPRD Risk Management and Loss Prevention Plan, recently developed in April, 2010, signed off by the proper authority. The plan includes policy statements, goals, identifies responsibility assignments, training programs and a loss prevention methodology. 5 (2004-2008) years of accident reports were provided which summarized the type of injury/incident and the cost of the injury/incident claim. Samples of incident report forms were verified. TPRD utilizes The City of Tucson's Occupational Safety and Health Manual (OSHM) as their prevention strategies, which covers extensive safety and risk procedures, its use and policy statement is addressed in Administrative Directive 3.04-2. These documents were verified.

Visitor Evaluation: Met Not Met

9.1.1 Statement of Policy

Standard: The agency should have a policy for risk management that is approved by the proper authority.

Visitor Comments: A TPRD Risk Management and Loss Prevention Plan, recently developed in April, 2010, signed off by the proper authority, identifies clear policy statements to TPRD risk management.

Visitor Evaluation: Met Not Met

9.1.2 Risk Management Operations Manual

Standard: There should be a manual(s) of operating procedures for carrying out the risk management plan, accessible to all agency personnel.

Visitor Comments: The TPRD's utilizes their The City of Tucson's Occupational Safety and Health Manual (OSHM) as their risk management operations manual, as it covers extensive safety and risk procedures and prevention, its use and policy statement is addressed in Administrative Directive 3.04-2. The OSHM is available on the intranet accessible by all employees, verified visually. Also verified the Operations and Emergency Plan (COOP) which provides clear evidence of structure and procedures for emergency management, both small and large scale.

Visitor Evaluation: Met Not Met

9.1.2.1 Accident and Incident Reports

Standard: There should be established procedures for accident and incident reporting and analysis of accident and incident reports.

Visitor Comments: Verified Property Damage/Personal Injury Forms; verified City of Tucson, Parks and Recreation Department, Procedures and Regulation Manual, Reporting Public Injury 2.10 which address procedures and protocols on how employees report incidents. Verified City of Tucson, Supervisor's Report of Injury form. Samples of 5 (2004-2008) years of employee accident reports were provided which summarized the type of injury/incident and the cost of the injury/incident claim. Samples of 4 years of (2007-2010) general park incidents (break ins, vehicle accidents, etc.) were provided which has Tucson Parks and Recreation – May 2010

cost analysis as well. Evidence was provided identifying a process for analysis of injuries/incidents in regards to whether it was preventable, was staff accountable, steps for improvement, etc.

Visitor Evaluation: Met Not Met

9.1.3 Personnel Involvement and Training

Standard: The risk management function within the agency should involve active interaction among personnel at all levels.

Visitor Comments: The TPRD's utilizes their The City of Tucson's Occupational Safety and Health Manual (OSHM) as their risk management operations manual, as it covers extensive safety and risk procedures and prevention, its use and policy statement is addressed in Administrative Directive 3.04-2. The OSHM is available on the intranet accessible by all employees, verified visually. The OSHM are trained directly via sections, not comprehensively, evidence of training schedule was provided, along with evidence of class rosters from past trainings with employees' signatures. Evidence of marketing materials regarding employee and OSHM safety were provided as samples of communications to employees in regards to risk/safety standards. Samples of evidence of meeting agenda's throughout the geographic areas were provided to highlight emphasis on communication of safety/risk issues.

Visitor Evaluation: Met Not Met

9.2 Risk Manager

Standard: There should be an individual with risk management responsibility and authority to carry out the policies established for risk management of the park and recreation agency.

Visitor Comments: Verified evidence of a Risk Management job description, Title Code 0325, identifying as core job tasks risk management, loss control, insurance, etc. In addition, the TPRD Risk Management and Loss Prevention Plan, identified in 9.1 appoints a TPRD Risk/Safety Liaison to the Risk Management Division, focusing on risk/safety management exclusively within the Parks and Recreation Department.

Visitor Evaluation: Met Not Met

CATEGORY 9: RISK MANAGEMENT

Reviewed By: Julie Parascondola

All Standards Met.

Major Concerns: None

Secondary Concerns: None

TPRD treats risk and safety with a very high priority as evident from all of their evidence and communications provided within this area. They have a good internal process on mitigating risk and incidents and have solid procedures in place. There are no major or secondary concerns in this area.

10.0 Evaluation and Research

NOTE: Standards marked with a star (★) are fundamental standards, and are required of all agencies seeking accreditation.

10.1 Evaluation Analysis★

Standard: There shall be a process for evaluation to assess the outcomes of park and recreation programs, services areas and facilities, completed annually at a minimum and linked to the agency's planning process.

Visitor Comments: The recently adopted Management/Analysis TPRD Evaluation Master Plan was reviewed. It displayed the evaluation area to be reviewed, meeting date/ agenda title, person responsible, evaluation product and status. Based on current calendar, 5 items have been completed to date. Items reviewed are/will be budget preparation process, strategic plan, goals and objective, annual report, security plans, facility legal requirements review/ staff performance reviews, emergency management plan, marketing plan, communications plan, in-service training program review, research projects, park land needs, maintenance program.

Visitor Evaluation: Met Not Met

10.1.1 Position Responsibility for Evaluation

Standard: There should be specific personnel within the agency responsible for managing the evaluation analysis.

Visitor Comments: Job Descriptions for Director, Deputy Director, Administrator, Superintendent, Supervisor & Program Coordinator were presented and examined. There are distinct requirements in each job description outlining responsibilities for evaluation and analysis of evaluation. It is recommended that administratively, a direction is published choosing one person to coordinate this process.

Visitor Evaluation: Met Not Met

10.2 Experimental and Demonstration Projects

Standard: There should be at least one experimental or demonstration project or involvement in some aspect of research, as related to any part of park and recreation operations, each year.

Visitor Comments: 6 experimental projects were presented and examined including: 1) 2008 Pilot Program - School Facilities Use. 2) Pullbox Electrical Inspection Device research, 3) Four Zoo projects. Although these were reviewed and demonstrated a research effort, TPRD is encouraged to plan additional research projects.

Visitor Evaluation: Met Not Met

10.3 Staff Training for Evaluation of Programs, Services, Areas, Facilities

Standard: There should be ongoing training opportunities for all personnel of the agency involved in evaluation of programs, services, areas and/or facilities.

Visitor Comments: Only one listing was provided in which supervisors were provided a training opportunity on personnel evaluation. There was no other evidence of evaluation and research training opportunities.

Visitor Evaluation: Met Not Met

10.4 Quality Assurance

Standard: The agency should monitor and evaluate the quality of its programs, services, areas and facilities from the user's perspective.

Visitor Comments: Evidence was examined that demonstrates that Tucson Parks and Recreation uses a variety of tools to achieve quality assurance. specifics that were reviewed included: completed examples of Participant/Parent surveys distributed at the end of each program session are used to determine satisfaction with programs, services and facilities, customers call-in comment forms, constituent referrals tracking forms using the City of Tucson's Customer Relationship Management System (CRM), NOVA. referrals (these require a maximum 7 days response time to the constituent) reports (these are compiled on a daily and monthly basis and are available for review on the NOVA web page.) Additionally, the quarterly Action Planning reports were reviewed that show progress on quality improvement projects.

Visitor Evaluation: Met Not Met

CATEGORY 10: EVALUATION AND RESEARCH

Reviewed By: Bob Bierscheid

Standard 10.3 Not Met.

Major Concerns: None

Secondary Concerns:

- **More organized research efforts**
- **Staff training an evaluation**
- **Assigning one position to coordinate evaluation efforts**

There is an organized methodology to conduct evaluations and evidence of the impact of these efforts. It is recommended to place an increased emphasis on analyzing the data and training staff in this area.

OVERALL VISITATION TEAM SUMMARY:

Agency Strengths

The visitation team identified the following item(s) as being particular strengths of the agency:

- The City of Tucson Parks and Recreation Ten Year Strategic Service Plan is an exemplary master plan document.
- Excellent planning and design component.
- Model project, planning and quality assurance process, The “Quarterly Action Checklist-Status Reports”
- Superior recreation programming
- Excellent General Security Plan
- Consensus observation: “unbelievable committed, dedicated and enthusiastic staff.”
- Detailed Strategic Action Plan
- Outreach to underserved populations
- Exceptional colorful and vibrant graphic arts used throughout the city along parkways and in facilities to promote parks and recreation and encourage active participation.
- Excellent focus on sustainability as evidenced with the City of Tucson Office of Conservation and Sustainable Development
- Outstanding Maintenance Management Plan.

Major Concerns

The visitation team identified the following item(s), related directly to the standards for accreditation, as major concerns:

- NONE

Secondary Concerns

The visitation team identified the following item(s) are areas of general concern:

- Encourage TPRD to consider strengthening centralized volunteer management in regards to establishing minimum standards for recognition and supervision, so there is equity across all districts.
- Encourage TPRD to consider working closer with COT risk management/legal division in regards to understanding liability coverage’s for volunteers, along with preventative measure in minimizing risk involved with managing volunteers.
- Encourage TPRD to consider working with staff in regards to developing individualized staff or career development plans based on long term staff and agency goals and succession planning.
- Encourage TPRD to consider completing the succession plan, using the framework that was developed.
- Encourage TPRD to develop Community Education for Leisure program.
- Encourage TPRD to consider establishing a capital asset replacement and lifecycle scheduled/inventory to help with capital planning and replacement.
- More organized research efforts
- Staff training on evaluation
- Assigning one position to coordinate evaluation efforts
- The department is strongly encouraged to do whatever is necessary with available resources to implement the new plans and procedures developed through this process.

SIGNATURES OF VISITORS:

This Visitation Report, in draft form until approved by the Commission for Accreditation of Park and Recreation Agencies for release to the Agency under review, is respectfully submitted:

- 1) Robert J. Breunel 5-20-10
Team Chair Date
- 2) Jana Sandoval 5/20/2010
Date
- 3) Rod Torullo 5/20/10
Date

