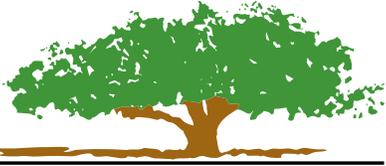


Tucson Parks and Recreation Department

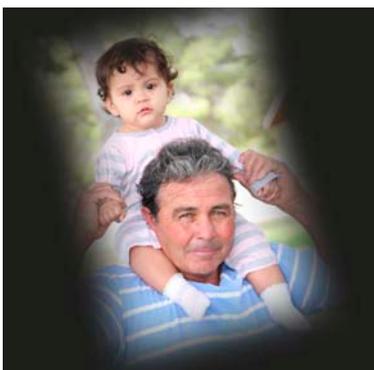


Tucson Parks and Recreation

National Accreditation Self-Assessment Workbook



*An internal
program
of defining what
we do
and improving
our work.*



Branching Out, Growing Excellence

**Commission for Accreditation for
Park and Recreation Agencies (CAPRA)**

**National Recreation and Parks
Association (NRPA)**





Tucson Parks and Recreation

**CITY OF TUCSON
PARKS AND RECREATION DEPARTMENT
900 S. RANDOLPH WAY
TUCSON, ARIZONA 85716**

**FRED H. GRAY, JR., DIRECTOR
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MARCH 2, 2010



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CITY OF TUCSON, ARIZONA
DEPARTMENT OF PARKS AND RECREATION

FOREWORD

It is with great pride that the Parks and Recreation Department of the City of Tucson, Arizona submits its self-assessment as the first step toward Agency Accreditation from CAPRA.

The department's initial step towards Accreditation was to develop ten teams comprised of departmental staff who then worked with other city departments, outside agencies, non-profit groups and volunteers to meet the various standards of the self assessment. Staff gained a greater understanding of the many facets of the total operation and a better appreciation of the various jobs performed within the department.

Tucson Parks and Recreation became a recognized Department in November of 1961. It was initiated through the passage of a Charter amendment which combined the Recreation Division and the Parks Division from Public Works. Today, the City of Tucson Parks and Recreation Department provides a variety of parks, recreation facilities and program experiences equitably throughout the community. Programs are developed and maintained to the highest quality, ensuring a safe environment with exceptional service resulting in the development of lifetime customers. Services demonstrate a positive economic investment through partnerships with other service providers, both public and private, ensuring a high quality of life for Tucsonans of all ages. The department employs a total of 387 fulltime employees and 262 non-permanent staff who are responsible for the operation and maintenance of 128 parks, 22 recreation centers, 27 swimming pools, four golf courses (one 36-hole course) three tennis centers, the nationally accredited Reid Park Zoo, three urban fishing lakes, nature trails, sports fields, special places and hundreds of programs, including large special events that are offered throughout the year.

In 2001, the department reorganized its operating structure to a decentralized service delivery model and continues to function in the following manner:

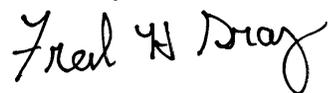
- ✓ **Administration** provides direction and sets policy for the three geographic districts, the Zoo and Reid Park Operations, and Tucson City Golf. Administration develops and manages the operating and capital budgets for the Department as well as coordinates and manages Class Registration and the Capital Planning Unit.
- ✓ **Tucson City Golf Administration** is central headquarters to the golf operation. A Deputy Director in charge of Tucson City Golf is aided by one Administrator and one Superintendent who provide direction, planning and coordination of three 18-hole golf courses, one 36-hole golf complex, four driving ranges and four clubhouse restaurants. This Enterprise operation is self-supporting through the revenues generated by the users.

- ✓ **Zoo and Reid Park Operations** - The Zoo Administrator, supported by two Curators and one Superintendent, provide for the overall administration, direction and operation of the Reid Park Zoo, the centrally located Reid Park as well as the centralized Maintenance Shop which services the entire department. The department provides the community with an accredited zoological park that offers both recreational and educational experiences in relation to the wildlife of the world. It provides the animals with enclosures and quality husbandry that meet the standards of recognized zoological parks in the United States. Reid Park Zoo was a pioneer in the area of accreditation and has maintained that designation by the Association of Zoos and Aquariums since 1972.
- ✓ **District Offices** - District Administrators, supported by two Superintendents, ensure that customers are provided with excellent service and facilities. The Districts provide a variety of programs and activities, well-maintained, safe, and environmentally conscious facilities and sites including picnic areas, playgrounds and athletic facilities. These facilities serve recreational and social needs and ensure fulfilling lifestyles for children, families, adults, seniors and people with disabilities.
 - **Southwest District** highlights include the El Pueblo Regional Center, the Tucson Rodeo Grounds, the Kennedy Park Fiesta Area, coordination of civic events, leisure classes, and administration of the Senior Olympics.
 - **Northwest District** highlights include the administration of Aquatics, the Therapeutic Recreation Center, Northwest Center, Catalina High Magnet School Park, Armory Senior Citizen Center, the Pascua Neighborhood Center, and the Adaptive Aquatic Center.
 - **East District** highlights include Udall and Clements Regional Recreation Centers, Ft. Lowell Park and Tennis Center, Lincoln Regional Park, Randolph Recreation and Tennis Centers, and the Golf Links Sports Complex.

The City of Tucson is comprised of 230 square miles and has a population of 546,000 residents. The Tucson Parks and Recreation Department has made a conscious effort to support and preserve its rich, multi-cultural heritage. The community's legacy is shown through its historic buildings and neighborhoods as well as the wealth of archaeological resources which provide information about cultures of the past. The department has created several parks and "special places" that celebrate Tucson's rich and significant history and cultural heritage.

As Director, I am honored to present the Agency Self-Assessment notebook to CAPRA. If you have any questions while reviewing the document, please do not hesitate to contact me at 520-791-4225.

Sincerely,



Fred H. Gray, Director
Tucson Parks and Recreation Department

AGENCY PROFILE

(Most current year)

AGENCY NAME: City of Tucson Parks and Recreation Department

Check each category once.

Type of Entity (jurisdiction):

borough regional/metro authority
 town private district
 township school
 county other (city)

Policy Structure:

legal independent board
 under policy governing body (e.g. city council, school board, county commission)
 other (specify) _____

Population in Area Served:

Class 1: over 250,000 population Class 2: 100,000 - 250,000
City est. as of Aug. 2007: 545,450
County est. as of Aug. 2007: 1,018,177
 Class 3: 50,000 - 99,999 Class 4: 20,000 - 49,999
 Class 5: under 20,000

Budget: (traditional park and recreation functions: does not include zoos, libraries, cemeteries, civic centers/arenas)

Operating budget: \$47,262,120 Capital budget: \$20,735,900

Personnel:

Number of full-time employees: 749.50

Scope of Function:

both parks and recreation parks only recreation only

How did you learn about the Park and Recreation Agency Accreditation Program?

^{IV}
Through membership in NRPA and APRA

We herewith submit our agency profile and preliminary application for participation in the agency accreditation program. Our \$100 Preliminary Application Fee is enclosed.¹

It is our understanding that:

We will receive the *Self Assessment Manual* and the *Visitation Procedures* plus a computer disk for developing the self-assessment report; and that we are eligible to attend a visitor-training workshop in order to familiarize ourselves with the standards and suggested evidences of compliance.²

The self-assessment report with the Formal Application and fee must be submitted within two years. The fee amount, based on our operating budget, is determined according to the scale below, and is established by the Commission.³ If circumstances warrant, a one-year extension may be requested and an additional \$50 paid.

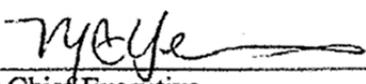
Operating Budget	Fee	Operating Budget	Fee
under \$500,000	\$150	\$500,000 -- \$ 1 million	\$250
\$1 million -- \$2.5 million	\$500	\$2.5 million -- \$5 million	\$1,000
\$5 million -- \$9.9 million	\$1,500	\$10 million -- \$14.9 million	\$2,000
\$15 million -- \$24.9 million	\$2,500	over \$25 million	\$3,000

In addition, we acknowledge our responsibility for covering the expenses of the visitation team and for the chair of the team to attend the Commission meeting at the time of our Agency's review.

We will familiarize ourselves with the details regarding policies and procedures of the Accreditation process in the official publication, *Visitation Procedures*.

We anticipate being able to submit the self-assessment report on September 30, 2009 (date)⁴

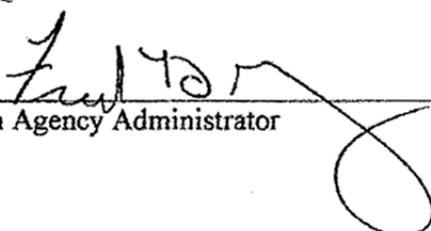
Signatures:



Public Entity Chief Executive

9/21/07

Date



Park and Recreation Agency Administrator

9-18-07

Date

¹ Please complete form and mail, with all applicable fees and signatures, to:
Commission for Accreditation of Park and Recreation Agencies
National Recreation and Park Association
Attn: Alison Bowman
22377 Belmont Ridge Road
Ashburn, VA 20148

² An agency is held accountable to the standards in effect at the time of this application. Agencies will be informed of upcoming training sessions and other pertinent information regarding the accreditation program.

³ Your formal application fee schedule is the one in effect at the time of the preliminary application.

⁴ Usually the visitation takes place within 60 days of submission of the report.

SECTION 1.0

AGENCY AUTHORITY, ROLE AND RESPONSIBILITY

1.1 Source of Authority

1.1.1 Public Authority/Policy Body

1.1.2 Citizen advisory boards/committees

1.1.3 Responsibilities of Approving Authority, Chief Administrator, and Staff

1.2 Jurisdiction

1.3 Mission

1.3.1 Agency Goals and Objectives

1.3.2 Personnel Involvement

1.4 Policies, Rules and Regulations, and Operational Procedures

1.4.1 Policy Manual

1.5 Agency Relationships

1.5.1 Operational Coordination and Cooperation Agreements

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.

Title 9 of the Arizona Revised Statutes governs cities and towns. Part 1, Chapter 31 of the Tucson City Code, 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. Part 2, 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.

Evidence of Compliance:

1. Arizona Revised Statutes: Title 9 Table of Contents (File)
2. Tucson City Code: Chapter 21 reference (Library & File)
3. Tucson City Code: Chapter 31 reference (Library & File)

Self Review: MET

1.1.1 Public Authority/Policy Body

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

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 to be 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 and shall hold office until removed by a vote of two-thirds of said council voting affirmatively therefore. The Director of Parks and Recreation is appointed by the City Manager, subject to the approval of Mayor and Council.

The organizational chart on file is differentiated from the typical staffing chart in that it depicts the management and decision making structure within the City versus a staff level, operational perspective.

Part I, Chapters I, III through VII, and XXXI, of the Tucson City Code provides for the definition of the City organizational structure and establishes powers, responsibilities and boundaries.

Evidence of Compliance:

1. Fiscal Year 2010 City of Tucson Organizational Chart (File)
2. Tucson City Code, Chapters I, III through VII, and XXXI (File & Library)

Self Review: **MET**

1.1.2 Citizen Advisory Boards/Committees

Standard: There should be citizen advisory boards/committees.

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. TPRD staff attend scheduled committee meetings and act as liaisons between the committee and the department.

Evidence of Compliance:

1. Tucson Greens Committee description and sample meeting agenda (File)
2. Tucson Parks and Recreation Commission description and sample meeting agenda (File)
3. Tucson Rodeo Grounds/Parade Citizens' Oversight Committee description and sample meeting agenda (File)

Self Review: **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.

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.

Evidence of Compliance:

1. Tucson City Code, Chapters VI, VII, X, and XXXI (File)

Self Review: **MET**

1.2 Jurisdiction

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

The City of Tucson has jurisdiction throughout the City and its boundaries are as set forth by maps generated and maintained by the Planning Division of the City's Transportation Department. The City of Tucson is located in the eastern part of Pima County, Arizona and encompasses approximately 230 square miles. The City is surrounded by the 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. The City boundaries are irregular and can be reviewed on the City of Tucson Boundary Map which is available on site.

Evidence of Compliance:

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

Self Review: MET

1.3 Mission ★

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

TPRD's mission statement defines the purpose of the Department: "To provide a park system offering high quality facilities, programs and services for Tucsonans of all ages and abilities." The mission statement is reviewed annually during the Department's budget preparation process to ensure that the goals and objectives of the Department continue to represent the needs of the community. The statement is contained within the Parks and Recreation Ten-Year Strategic Service Plan.

Evidence of Compliance:

1. Parks and Recreation Ten-Year Strategic Service Plan; Executive Summary - Page i (File)

Self Review: 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.

For Fiscal Year 2010, each department constructed a programmatic budget along with the Three-Year Action Plan and associated work plans that are aligned with the Parks and Recreation Ten-Year Strategic Service Plan. The Three-Year Action Plans and work plans contain goals and objectives that are intended to help the department accomplish its mission of service to the community. The Action Plans are reviewed every six to nine months and serve the purpose of short term goals.

Evidence of Compliance:

1. Fiscal Year 2010, Parks and Recreation Three-Year Action Plans and Work Plans (Library)

Self Review: 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.

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 were 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.

Input is typically solicited through staff meetings at the District level and management asking for ideas and thoughts regarding the goals and objectives relevant to department operations and the provision of services to the public. The final results and submission for adoption by Mayor and Council along with budgetary information are available for review by department staff.

Evidence of Compliance:

1. Fiscal Year 2009, Parks and Recreation List of Performance Measures (File)
2. Fiscal Year 2010, Parks and Recreation Three-Year Action Plans and Work Plans (Library)

Self Review: **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.**

Departments create the language for proposed ordinances, which are approved by the City Attorney and then adopted by the Mayor and Council. 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 updated and / or revised as needed and 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. Department policies, rules and procedures are continuously developed and revised to reflect current operational needs. Through the Management Team, all employees have the opportunity for input. 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.

The following is an example of the relationship between City policies and Department procedures: The City, through Administrative Directive 3.02.1, details the requirements for the control of cash, checking and imprest accounts. Parks and Recreation Administrative Policy Number 3.3 applies City requirements to the varied operations and facilities of the Department.

Evidence of Compliance:

1. Tucson City Code, including Charter (Library)
2. City of Tucson Administrative Directive 1.01-1 <http://intranet/docs/ad/1.01-1.pdf> (File and Library)
3. City of Tucson Administrative Directive 3.02.1 – Imprest and Merchant Accounts <http://intranet/docs/ad/3-02-1.pdf> (File and Library)
4. Parks and Recreation Administrative Policy Number 3.3 – Imprest Accounts: Petty Cash, Change and Checking (File)

Self Review: **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.

The City of Tucson has an Administrative Policy Manual (Administrative Directives) which is created and updated as needed by the City Manager. This document contains official policy guidance of City administration and its provisions govern all employees of the City of Tucson. The purpose of this Manual is to provide direction to all City employees pertaining to operational and management policies, procedures and regulations which have been promulgated by the City Manager. It is intended to provide uniformity, consistency and a harmonious working relationship among City staff members by setting forth clearly, in writing, the expectations of management relating to the affairs of the City. In the event of any conflict which may exist between the provisions of this Manual and the State of Arizona Revised Statutes, and/or Tucson City Code, now or at any time in the future, the applicable Statute, Charter or Code provision shall take precedence. 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.

TPRD 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 has reviewed this manual and it is updated continuously by the Standards Committee which is comprised of various members of staff. Each site has a copy of the Department Administrative Policy Manual and supervisors are responsible for keeping this document current. In addition, Chapter 21 of the Tucson City Code, "Parks and Recreation" regulates various aspects of departmental operations including establishing permitted and prohibited activities at City parks.

Evidence of Compliance:

1. Tucson City Code – Chapter 21 Reference (File and Library)
2. City of Tucson Administrative Directives <http://intranet/index.php/policies-and-directives-mainmenu-48/administrative-directives-mainmenu-181> (File and Library)
3. Parks and Recreation Department Administrative Policies Manual (Library)

Self Review: 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.

TPRD recognizes that it is essential to have relationships with counterpart and complimentary agencies in order to meet the recreational, social and cultural needs of the community. Policies regarding intergovernmental agreements with complementing public agencies are included in the City's Administrative Directives Manual.

Through attendance at professional meetings and conferences, staff is able to gain and share information on programming, best practices, etc. from other park and recreation professionals.

TPRD works with community agencies such as school districts and non-profit organizations to provide programming beyond our department's capacity. The result is a greater range of programs and services available to the public.

The TPRD Director, Deputy Director and middle management staff at the operational levels all act as liaisons to various organizations and agencies operating in coordination to provide services and programs of joint interest.

Evidence of Compliance:

1. City of Tucson Administrative Directive 1.04.01, Intergovernmental Agreements (File)
2. Intergovernmental Agreement with Sunnyside School District for the mutual use of facilities. (File)
3. Intergovernmental Agreement with Amphitheater School District for the mutual use of facilities. (File)
4. Intergovernmental Agreement with Pima Community College for the mutual use of facilities. (File)
5. Interagency agreements with Tucson Metropolitan YMCA's for youth programming. (Sample on File)
6. Various interagency agreements with local, non-profit agencies for the provision of social services to the community. (Sample on File)
7. Various Intergovernmental Agreements with Pima County for the development of park and recreation facilities. (File)

Self Review: 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.

Recognizing that operational cooperation and coordination are important to maximize resources for the benefit of the citizens, TPRD has a variety of agreements with outside agencies. For example, the Intergovernmental Agreement with Tucson Unified School District No. 1 enables the Department to utilize the District's schools for after school programming, aquatics programs and other special activities, and in turn, enables the District to use park facilities and equipment at no cost for their programming purposes. TPRD also has several agreements with Pima County for funding, development and construction of various parks and facilities. These and other examples of operational coordination and cooperation are on file under standard 1.5 "Relationships."

Evidence of Compliance:

Refer to files under Standard 1.5 folder:

1. City of Tucson Administrative Directive 1.04-1 (File)
2. Intergovernmental agreement with Sunnyside School District for the mutual use of facilities. (File)
3. Intergovernmental agreement with Amphitheater School District for the mutual use of facilities. (File)
4. Intergovernmental agreement with Pima Community College for the mutual use of facilities. (File)

5. Interagency agreements with Tucson Metropolitan YMCA's for youth programming. (File)
6. Various interagency agreements with local, non-profit agencies for the provision of social services to the community. (File)
7. Various Intergovernmental Agreements with Pima County for the development of park and recreation facilities. (File)

Self Review: **MET**

SECTION 2.0

PLANNING

- 2.1 Overall Planning Function within Agency**
- 2.2 Involvement in Local Planning**
- 2.3 Planning with Regional, State, Federal and Non-government Agencies**
- 2.4 Comprehensive Plan**
 - 2.4.1 Trends Analysis**
 - 2.4.2 Community Assessment**
 - 2.4.3 Community Inventory**
 - 2.4.4 Needs Index**
- 2.5 Feasibility Studies**
- 2.6 Strategic Plan**
- 2.7 Site Plans**
- 2.8 Historical, Cultural and Natural Resource Management Plan**
- 2.9 Community Involvement**

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.

TPRD works closely with other City departments, surrounding local municipalities, citizen advisory committees, and non-profit agencies to establish long-range planning objectives that incorporate recreational elements as identified by said entities. In addition, TPRD has a Capital Planning Unit, whose primary function is to work closely with the Director and department staff to identify new recreation trends in order to design park facility amenities to align with the needs of its user groups. The unit is responsible for the timely delivery of the department's capital projects within budget and on-schedule. Staff ensures that construction of capital projects adhere with specified departmental standards, local ordinances, and state and federal regulations.

Capital Planning Unit

The Capital Planning and Development Manager, supported by a staff consisting of Landscape Architects, have responsibilities and duties to meet the planning and research needs of TPRD.

Duties and responsibilities of the Capital Planning and Development Manager include:

- Regularly directs or supervises the work of the Capital Planning Section. Organizes and directs daily operations by performing administrative duties, overseeing the capital planning and development function and the department's five-year Capital Improvement Program.
- Formulates and implements department's Strategic Service Plan and Capital Improvement Program activities to coordinate and synchronize with the department's direction and goals. Implements and evaluates department policies, projects and programs.
- Oversees the planning, implementation, direction, and management of all functions, policies, and resources of the section to achieve the strategic objectives of the department and the City in an efficient and effective manner.
- Administers professional consultant and construction contractor contracts by overseeing the selection of firms and companies, writing contracts, negotiating fees, and reviewing contract management and contracted work in progress.
- Oversees the planning, design, and construction of parks and recreation facilities to ensure projects are completed within budget, on schedule, of a high quality, and meet stakeholders' expectations.
- Performs personnel management through personal interaction, meetings, assigning projects, providing supervisory support, and reviewing projects to monitor progress and reporting.

- Ensures that section operations conform to local, state, and federal governmental regulations and other applicable rules and requirements
- Assists with implementing the department vision through section activities and leads the section to maximum employee productivity and morale through hiring, disciplining, evaluating employee performance, investigating and resolving grievances and other coordinating human resources actions.
- Develops and administers the capital budget with staff assistance.
- Analyzes organization and community needs, analyzes trends, reviews statistics and opportunities, communicates to the department leadership of impending developments.
- Develops strategic partnerships and contacts with community representatives, outside agencies, and other organizations to develop a sense of relevant issues and to respond as a representative of the City.
- Implements the values of the organization through example and accountabilities.
- Maintains technical or professional knowledge and registration through such means as attending seminars, reviewing professional publications, taking classes and participating in developmental activities.

Landscape Architects:

Duties and responsibilities of the Landscape Architects include:

- Occasionally directs helpers, assistants, seasonal employees, interns, volunteers or temporary employees and may temporarily act in a higher capacity
- Plans and coordinates projects by obtaining, defining, and developing a list of priorities from the community, agencies, and organizations for park and roadway facilities; prepares requirements, scope of services, plans, cost estimates, and projected timeline.
- Administers design and construction contracts by preparing necessary documents regarding contract agreements, reviewing specifications, cost estimates and plans, preparing requisition documents, responding to questions and conducting meetings, retaining the services of consultants, overseeing the work of internal and external personnel, and monitoring the project resources to achieve desired quality and outcome.
- Reviews plan submittals, coordinates designs with consultants, and represents the City Engineer on road design issues.
- Oversees quality control and compliance with zoning requirements by ensuring plans and specifications meet applicable codes, facilitating memos and other documentation and obtaining plan approval, providing and obtaining clarifications and detailed information on specific requirements of design development, initiating and interpreting guidelines, policies, standards, codes and specifications, and reviewing detailed information for accuracy.

- Provides technical and management advice to City departments and outside agencies, conducts neighborhood meetings and workshops and discusses land use for public parks and facilities.
- Determines available funding for projects, manages project budgets, prepares grant applications, monitors funds and processes payment estimates.
- Provides administrative support, assists with personnel training, assists with plan designs, files, answers telephones, prepares reports, memos, correspondence and other documents.
- The Capital Planning Unit is also responsible for reviewing and evaluating plans for development projects. This includes evaluating the potential impact of land or water use proposals, reviewing proposed rezoning, annexations, and land sales/trades, visiting sites, preparing reports of potential impacts, making improvement recommendations, and meeting with applicants to discuss decisions.
- Staff also provides assistance to the public by providing information on zoning and land use issues, logging complaints into a database, and communicating case information updates to related parties.

Consultant Planning and Design Services:

TPRD retains the services of professional design consultants to assist in the timely delivery of planning, design and construction of projects. This consultant must have experience in long range park system planning including: GIS based analysis of potential future sites, identification of land parcels for acquisition, creation of planning documents to identify future needs and recommend future facility locations, public meetings with supporting presentation boards and handouts, data collection, coordinating input from City staff and other landscape architectural/planning services.

Evidence of Compliance:

1. Job description for Capital Planning and Development Manager (File)
2. Job description for Landscape Architect (File)
3. Request for Qualifications for Professional Design Services for Miscellaneous Landscape Projects (including Master Planning for Long Range Park or Trail System Development) (File)
4. Olsson Associates Scope of Design Services including landscape architecture and planning and design services for the Reid Park Zoo, Julian Wash Linear Park and Arroyo Chico Urban Greenway (File)

Self Review: **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.

TPRD plays an important role in community planning. In support of this, TPRD has developed a strategic planning document that helps guide decision making while addressing the concerns and needs of its stakeholder groups. For instance, department staff is involved in the development of parks projects for inclusion in the 2010 Pima County Bond process to ensure that priority projects are identified within the City of Tucson. Department staff participates in various community meetings (e.g. neighborhood association meetings, public meetings) allowing staff to address the needs of citizens and establish open lines of communication.

TPRD has established this strategic planning framework as a mechanism for community planning and to facilitate the development of signature facilities and amenities that focus departmental resources on areas considered most important by the public.

City of Tucson General Plan

TPRD is a contributor to updates of the City's General Plan, specifically Element 10: Parks, Recreation, Open Space and Trails (PROST). The General Plan is updated every ten years. The process involves public meetings, City departmental meetings and analysis of US Census data and Pima Association of Governments demographics.

Housing and Community Development

TPRD works closely with the Department of Housing and Community Development that oversees community improvement programs such as the Community Development Block Grant Program and the Back to Basics program. Public participation and public meetings are an integral part of the process.

Neighborhood Meetings

TPRD staff meets with neighborhoods to plan park amenities in specific neighborhoods. This process is a component of the department's strategic plan and allows the department to plan, design and construct facilities that meet the current needs of neighborhoods and map long-term plans in the future.

Public Meetings

TPRD staff regularly meets with the public to discuss regional park plans. As an example, in March of 2009, staff and the consultant for the Valencia Corridor Long Range Park Plan held a public meeting to discuss the recreational needs of the study area.

Pima Association of Governments (PAG), 2030 Regional Transportation Plan (RTP)

The Pima Association of Governments (PAG) is designated as the region's Metropolitan Planning Organization and is charged with developing a long-range plan for a balanced, multi-modal, sustainable transportation system for the region. The Regional Transportation Plan planning process included numerous workshops and forums to identify community issues and provide detailed information to the public and key stakeholders of the plan. The plan details a number of trails, paths and greenways that will be constructed and managed by TPRD.

Pima Association of Governments (PAG), 2040 Regional Transportation Plan (RTP)

The Pima Association of Governments (PAG) is currently updating the region's long-range transportation Plan, called the 2040 Regional Transportation Plan (RTP). Looking ahead 30 years, this plan will identify the most efficient improvements to Tucson's transportation system to build livable communities for present and future generations and ourselves. Staff from TPRD is a delegated task force member and is a voice for determining the priorities for trails, greenways and shared-use paths within the community.

TPRD Commission

The City of Tucson Parks and Recreation Commission serves as a citizen advisory panel to the Mayor and Council. The Commission's role is to make recommendations to the Mayor and City Council regarding: recreational activities and park facilities within the City; operations and maintenance policy and procedures; user fees; park development; and park name changes.

Each member of the Mayor and Council appoints one member to the Commission. Commissioner terms are coterminous with the terms of the Mayor and City Council member who appointed them, or until their successor is appointed. Commissioners may serve a maximum of 8 years. The Commission conducts one regular meeting per month and does not meet during the months of June, July and August.

The TPRD Commission has developed a Strategic Plan to assist the Department in its efforts to provide a park system offering high quality facilities, programs and service for Tucsonans of all ages and abilities. The Plan includes Mission and Vision Statements, Goals, Objectives, Initiatives and a Work Agenda.

Landscape Advisory Committee (LAC)

The Department is regularly involved with the LAC. The LAC functions in an advisory capacity to Mayor and Council on matters pertaining to the design, management, planning, and policy of Tucson's vegetation as well as the promotion of public education regarding the City's landscape resources.

River Parks Task Force

To help spur the effort to develop and connect the river park system, the Pima County Natural Resources, Parks and Recreation Department created a River Parks Task Force in the summer of 2008, of which TPRD is a member. The Task Force is working to identify issues and impediments and is composed of a wide range of stakeholders, including the City of Tucson, Pima County Regional Flood Control District, the towns of Marana, Sahuarita and Oro Valley, the Pima Trails Association, the Urban Trails Coalition, and the Tucson-Pima Bicycle Advisory Committee.

Tucson Parks Foundation (TPF)

The Tucson Parks Foundation (TPF) is a non-profit organization that supports the mission of the Parks and Recreation Department. For many years the TPF hosted the annual Tucson LPGA Championship Tour Stop held in Tucson in early March. All proceeds from the tournament went to the Parks and Recreation Department for a variety of projects: swimming pool lifts for the handicapped, youth

swimming programs, youth at risk programs, park renovation and playground equipment in low income neighborhoods and many others. TPF has donated more than \$2.8 million for these projects over the years. <http://www.tucsonaz.gov/parksandrec/foundation.php>

Interdepartmental Community Planning

TPRD works with the following City Departments to ensure seamless services and provide for the acquisition and development of parks and facilities, land annexations, regional planning issues, master planned communities and grant funding.

- Planning and Development Services Department
- Housing and Community Development Department
- Tucson Fire Department
- General Services Department
- Office of Conservation and Sustainable Development
- Real Estate Division
- Transportation Department

Downtown Infrastructure Study

TRPD in conjunction with other City Departments, Pima County, utility agencies and private sector representatives have jointly developed recommendations for infrastructure improvements in Downtown Tucson. These recommendations identify the location and capacity of current infrastructure and provide a blueprint for infrastructure improvements necessary to support downtown development over the next twenty years. TRPD was an integral part of this planning process and provided plans for 'green' infrastructure including parks, open space and trails for incorporation into the overall plan.

Evidence of Compliance:

1. Parks and Recreation Ten-Year Strategic Service Plan, October 2006 (Library)
2. Pima County Bond Advisory Committee Meeting Agenda and Meeting Minutes: (File)
3. City of Tucson General Plan: (Library)
4. City of Tucson General Plan, Element 10: Parks, Recreation, Open Space and Trails (PROST): (File)
5. Back to Basics Guidelines and example Memorandum of Understanding (MOU) Between City of Tucson Parks and Recreation Department and Community Services Department for use of Community Development Block Grant Funds: (File)
6. Neighborhood Meeting Feedback Form Summary of Comments for Arroyo Chico Greenway Project: (File)
7. Valencia Corridor Long Range Plan, June 2009: (DVD in file, binder in library)
8. Pima Association of Governments, 2030 Regional Transportation Plan (RTP): (File)
9. Pima Association of Governments, 2040 Task Force Think Tank Session Workbook: (File)
10. TPRD Commission Strategic Plan: (File)
11. Landscape Advisory Committee (LAC) Annual Report, Meeting Agenda and Meeting Minutes, and Committee Description: (File)
12. City of Tucson Urban Landscape Framework, March 2008: (File)
13. River Parks Task Force Meeting Notes: (File)
14. Tucson Parks Foundation Information Brochure, Meeting Agenda and Meeting Minutes: (File)
15. Site Analysis Report entitled: "El Paso & Southwestern Greenway" (Library)
16. Downtown Infrastructure Study, Tucson Downtown Partnership, May 2007 (File)

Self Review: 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.

TPRD, Planning and Development Services and Housing and Community Development departments are involved in various community planning functions. This involvement encompasses other City departments, County and State agencies. The City works with the following professional, non-governmental agencies and state and federal agencies in planning efforts.

PRO (People, Resources, Organizations) Neighborhoods

PRO Neighborhoods was created in 1994 by a collaboration of four entities, City of Tucson, Pima County, Community Foundation for Southern Arizona, and United Way of Tucson and Southern Arizona. These local public and private organizations joined together to encourage and assist grassroots groups to build on the assets of their communities. PRO Neighborhoods is a strong advocate for problem solving and revitalization. Their goal is to support neighborhood residents working together to achieve a common vision by utilizing and connecting their passions, skills and resources. They support local leadership, volunteerism, and the capacity of communities to effect change. To achieve this goal PRO Neighborhoods gives small grants and technical assistance to grassroots neighborhood groups in Tucson and Pima County who are dedicated to community building.

TPRD has been involved with a number of projects supported by PRO Neighborhoods such as: Jacinto Park and McCormick Park. <http://www.proneighborhoods.org/index.php>

Drachman Institute

The Drachman Institute is a research and public service unit of The College of Architecture and Landscape Architecture at the University of Arizona dedicated to the environmentally sensitive and resource-conscious development of neighborhoods and communities.

The Drachman Institute focuses its research and outreach activities on the proposition that housing is the building block of neighborhoods and neighborhoods are the building blocks of communities. The work of the Drachman Institute therefore targets the development of demographically diverse neighborhoods, rich in environmental amenities and built from good-quality, well-designed, regionally appropriate housing that conserves land, energy, and water. The cornerstone of their work is the belief that good quality and innovative architectural design and technology, sensible community planning, and landscape architecture fosters beautiful and healthy private and public space. Students are engaged with staff, faculty, governmental agencies and the citizens in a collaborative, research-based outreach enterprise to make the community a healthier, safer, more equitable and more beautiful place to live.

TPRD has worked closely with the Drachman Institute on a number of planning projects including Elvira Neighborhood Improvement Plan, Marty Birdman Center, Mendoza Park, McCormick Park and the El Paso and Southwestern Greenway. <http://www.drachmaninstitute.org/>

Pima Regional Trail System Master Plan (Draft)

The Planning area is approximately 1500 sq miles. TPRD is the project manager for the county-wide Trail Master Plan. The draft plan is the culmination of many public and interagency meetings. It is a GIS-based plan that will be integrated into the City/County MapGuide system.

Arizona Parks and Recreation Association (APRA)

Staff members have given presentations at the APRA annual convention detailing our projects. Examples: Green Tour – 2008.

National Recreation and Parks Association (NRPA)

TPRD works with the National Recreation and Parks Association (NRPA) whose mission is to advance parks, recreation and environmental conservation efforts that enhance the quality of life for all people.

Playful Cities/Pilot School Park Program

Tucson is among 67 municipalities across the country and six in Arizona recently designated as a Playful City for 2008. Playful City USA Founding Forum in Washington D.C. is designed to develop approaches to make play a priority for children. Other Playful Cities in Arizona include Phoenix, Chandler, Coolidge, Gilbert and Yuma.

<http://www.tucsonaz.gov/parksandrec/Playful%20City%2008-W.php>

TPRD's commitment to increase opportunities for play in the community through its pilot school park program was cited as an innovative achievement by the program sponsor, KaBOOM, a national non-profit organization that envisions a great place to play within walking distance of every child in America. TRPD worked closely with KaBOOM on the Grant for a new playground at Swan Park.

State Heritage Fund Grant Application

TPRD has obtained many grants from the State Heritage Fund.

Example: 2.12.08 Heritage Funding Assistance for Juhan and Silverlake Parks.

Land and Water Conservation Fund (LWCF)

TPRD has obtained many grants from the State Land and Water Conservation Fund.

Trust in Public Lands(TPL)

Every year TPRD participates in the TPL annual survey of American Parks Departments.

US Army Corp of Engineers Regional Habitat Restoration and Flood Control Projects

TPRD has been a team member in the following studies by the US Army Corp of Engineers to study the feasibility of habitat restoration on the Santa Cruz River and the Tucson Arroyo. The planning process involved working with City, County, State and Federal agencies.

- Tucson Arroyo Multi-Use Drainage Basins
- Santa Cruz River, Paseo de las Iglesias
- Santa Cruz River, Tres Rios del Norte

Intergovernmental Agreements with School Districts

The Department has completed a blanket agreement with the Sunnyside School District and individual Intergovernmental Agreements with the Tucson Unified School District to provide public access to school recreational facilities during after-school hours.

In May 2008, TPRD launched a pilot program to open 12 school park sites during summer vacation, after school hours and on weekends as part of a partnership with Tucson Unified School District. The pilot program is monitored and an evaluation of its success and associated costs will determine when additional school sites might be opened as public parks.

Evidence of Compliance:

1. A. PRO Neighborhoods Newsletter, B. Jacinto Park Correspondence and C. McCormick Park Memorandum of Understanding (File)
2. Drachman Institute Plans for: A. Marty Birdman Center, B. Santa Rita Park, C. Elvira Neighborhood Improvement Plan (Library)
3. Pima Regional Trail System Master Plan (Library)
4. Arizona Parks and Recreation Association – Green Tour 2008 (File)
5. KaBOOM Playground Grant for Swan Park (File)
6. State Heritage Fund Grants for A. Juhan Park, B. Silverlake Park (File)
7. Land and Water Conservation Fund (LWCR) List of Grants (File)
8. Trust for Public Land Annual Survey (2008) (File)
9. US Army Corps of Engineers Feasibility Studies: A. Tucson Arroyo Multi-Use Drainage Basins, B. Santa Cruz River, Paseo de las Iglesias, C. Santa Cruz River, Tres Rios del Norte (File)
10. Intergovernmental Agreements with A. Sunnyside School District; B. Tucson Unified School District (File)

Self Review: MET

2.4 Comprehensive Plan ★

***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.**

TPRD embarked on a strategic planning process as directed by the City’s Mayor and Council which was approved in October, 2006. The purpose of this process was to ensure that the department was addressing the needs of the ever-changing community it served. As a result of this endeavor, the Tucson Parks and Recreation 10 Year Strategic Service Plan was developed. This plan provides the Director and department staff with a framework with which it can guide its decision-making processes.

Parks and Recreation Ten-Year Strategic Service Plan – (Adopted in October, 2006)

The consultant for the Strategic Plan inventoried existing conditions and made recommendations for future programs and services. The plan was approved by the TPRD Commission and the

Mayor and Council. Using the Strategic Directions identified in the Plan, three-year action plans with specific objectives have been developed. At the end of each three-year period, progress is evaluated, and a new set of objectives are developed. Action items to achieve the specific objectives are identified on an annual basis, after consideration of available resources, both human and financial. These action items have specific performance measures to ensure progress is quantifiable. The Mayor and Council confirm TPRD direction through the annual Capital and Operating Budget approval process.

Parks and Recreation Ten-Year Strategic Service Plan - Benchmark Analysis

A benchmark analysis was conducted by the consultant for the Parks and Recreation 10 Year Strategic Service Plan. In order to determine if the services that are provided to the community are adequate, an analysis was conducted of other similar parks and recreation systems in the southwest region of the United States to draw comparisons with Tucson's services. Parks and recreation systems in cities of comparable size to Tucson were chosen based on exceptional performance and national recognition. Surveys were sent to administrators in the following cities: Phoenix, AZ (pop. 1,263,895), Long Beach, CA. (pop. 457,608), Tucson, AZ (pop. 485,790), Mesa, AZ (pop. 404,191), Colorado Springs, CO (pop. 351,000) and Tempe, AZ (pop. 159,220). Each municipality provided the population figures prior to the release of the 2000 Census data. Recommendations were made in the following areas: National Trends, Management Trends, Recreation Facility Trends, Recreation Program Trends.

Pima Regional Trail System Master Plan (Draft)

TPRD is the project manager for the development of a county-wide Trail System Master Plan. The draft plan is the culmination of many public and interagency meetings. It is a GIS-based plan that will be integrated into the City/County MapGuide system. The Plan required a major inventory of existing and proposed trails throughout the metropolitan and eastern Pima County area. Planning area is approximately 1500 sq miles.

Fiscal Year 2010 City of Tucson Capital Improvement Program (CIP)

It is the practice of the City of Tucson to develop, maintain, and revise when necessary a continuing Capital Improvement Program (CIP). The CIP covers a five-year planning horizon, identifying infrastructure and facility projects that the city will undertake and the funding sources available for projected expenditures.

Evidence of Compliance:

1. Parks and Recreation Ten-Year Strategic Service Plan - Adopted October 2006 (Library)
2. TPRD 3-Year Action Plans (Library)
3. Parks and Recreation 10 Year Strategic Service Plan – Benchmark Analysis (File)
4. Pima Regional Trail System Master Plan, November 2009 (Library)
5. Fiscal Year 2010 City of Tucson Capital Improvement Program (CIP) (File)

Self Review: **MET**

2.4.1 Trends Analysis

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

Parks and Recreation Ten-Year Strategic Service Plan

As part of the planning process for the Strategic Plan, the community outlined, through several input processes, what it values, what parts of the past should be included and updated in the plan,

key trends it would like to see incorporated in the plan and the issues it felt were most important to address. The consulting team worked over twelve months actively listening to the Tucson community, collecting important data and projecting trends for the future.

Parks and Recreation Ten-Year Strategic Service Plan - Benchmark Analysis

A benchmark analysis was conducted by the consultant for the Parks and Recreation 10 Year Strategic Service Plan. In order to determine if the services that are provided to the community are adequate, an analysis was conducted of other similar parks and recreation systems in the southwest region of the United States to draw comparisons with Tucson's services. Parks and recreation systems in cities of comparable size to Tucson were chosen based on exceptional performance and national recognition. Surveys were sent to administrators in the following cities: Phoenix, AZ (pop. 1,263,895), Long Beach, CA. (pop. 457,608), Tucson, AZ (pop. 485,790), Mesa, AZ (pop. 404,191), Colorado Springs, CO (pop. 351,000) and Tempe, AZ (pop. 159,220). Each municipality provided the population figures prior to the release of the 2000 Census data. Recommendations were made in the following areas: National Trends, Management Trends, Recreation Facility Trends, and Recreation Program Trends.

City of Tucson General Plan – Element 10: Parks Recreation Trails and Open Space

Every 10 years the City updates the General Plan. Key trends are identified through public meetings, City departmental meetings and analysis of US Census data and Pima Association of Governments demographics.

Pima Association of Governments (PAG)

In planning processes, TPRD utilizes demographics collected by the Pima Association of Governments, including:

- Regional, aerial, orthophotographic coverage
- Air quality and watershed management data
- Population estimates and projections
- Land use and socio-economic information
- Census program coordination, information and demographic analyses

<http://www.pagnet.org/RegionalData/tabid/58/Default.aspx>

Five Trends Study

Conducted by the City's Urban Planning Department, the study attempts to address what the future might be like for the City. What will Tucson be? What will be its place in the world? How happy will the citizens be in that place? Will the citizens feel the City made the right choices for Tucson? The report attempts to weave a coherent picture of the challenges and choices that face Tucson as the city moves forward in the 21st Century.

Community Dialogue Meetings

The City Manager's office, along with City of Tucson staff from all departments, participated in Community Dialogue meetings to educate Tucsonans about the City's current budget situation, future budget issues, and revenue sources. The purpose of these public meetings was to allow citizens to voice their concerns about the use and management of the City's limited resources. In addition, several citizens provided their ideas for cost saving measures, and realignment of City services.

Evidence of Compliance:

1. Parks and Recreation Ten-Year Strategic Service Plan, October 2006 (Library)

2. Parks and Recreation Ten-Year Strategic Service Plan – Benchmark Analysis (File)
3. City of Tucson General Plan, Element 10 PROST (File)
4. Pima Association of Governments (PAG) Demographics **A.** Greater Tucson Regional Indicators Report, **B.** Regional Data Center Information (File)
<http://www.pagnet.org/RegionalData/tabid/58/Default.aspx>
5. Five Trends Study (File)
6. Community Dialogue Meetings, October 2009/Community Key Services Dialogues-Summary of Public Comments (File)

Self Review: **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.

One component of the TPRD’s strategic plan is to develop lifetime customers. In order to ensure this outcome, TPRD uses several existing studies combined with community input to assess the current trends (e.g. social, economic) that shape the recreational needs of the community.

Whether the focus is urban pathway connectivity or protection of open spaces, the various studies allow staff to plan facilities and amenities that appeals to its customers.

Parks and Recreation Ten-Year Strategic Service Plan Citizen Survey

TPRD conducted a citizen survey as part of the Ten Year Strategic Services Plan to help determine parks and recreation priorities for the community as part of TPRD’s long-range planning process. The survey was designed to obtain statistically valid results for each of the City’s six council wards and for the portions of Pima County that are outside the city limits of Tucson. The goal was to obtain at least 1200 completed surveys: 150 completed surveys in each of the six wards and 300 from portions of Pima County that are outside the City.

The results of the survey were grouped by:

- Geographic area
- Income
- Age
- Gender
- Minority
- Households with children

Five Trends Study

Conducted by the Urban Planning Department the study attempts to address what the future might be like for the City. What will Tucson be? What will be its place in the world? How happy will the citizens be in that place? Will the citizens feel the City made the right choices for Tucson? The report attempts to weave a coherent picture of the challenges and choices that face Tucson as the city moves forward in the 21st Century.

US Census Data – 2010

When it becomes available, TPRD will utilize US Census Data – 2010 to identify current population shifts and changes in social and economic conditions.

Evidence of Compliance:

1. Parks and Recreation Ten-Year Strategic Service Plan Citizen Survey (Library)
2. Five Trends Study (File)
3. Pima Association of Governments (PAG) Regional Data Center (web link)
<http://www.pagnet.org/RegionalData/tabid/58/Default.aspx> (File)
4. City of Tucson Planning Programs and Services (web link)
<http://www.tucsonaz.gov/planning/data/demographic/> (File)

Self Review: MET

2.4.3 Community Inventory

Standard: There should be a compiled, complete and current inventory of all agency used and/or managed areas, facilities, programs and services, as well as, alternative providers of such.

Existing facilities and their service area coverage have been analyzed through development of the Parks Strategic Plan, the Valencia Corridor Long Range Plan, master planning processes at many park sites, bond issue development and an existing facilities inventory that is updated regularly. Programs and services are inventoried and analyzed for areas of concern through committee review (After School Task Force, Mayor and Council subcommittee on Children, Families and Seniors) and staff delivery of registration and reservation systems.

- Existing Parks Facilities Inventory – The department uses a GIS based inventory of amenities within the parks system to aid in planning and operations. The inventory includes but is not limited to parcel boundaries, rights of way, turf areas, sports fields, courts, centers, drinking fountains, ramadas, sidewalks, walking paths, dog parks, parking lots and electrical infrastructure.
- KIDCO Inventory – KIDCO is a nationally recognized afterschool and summer program for youth. The KIDCO supervisor and the registration staff maintain a list of KIDCO sites and programs.
- Unmet Needs List – A list of needed, but unfunded capital improvement projects. This list is the starting point for bond issue development and other funding programming.
- Multi Agency Inspection Team (MAITS) – yearly safety inspections of facilities within the park system.
- Sports Field Inventory – the Sports Office maintains a list of fields, lighted and not lighted, that are rented by youth and adult sports leagues.
- Valencia Corridor Long Range Plan – A long-range plan for future parks facilities in the southern part of the City based on gaps in the existing service area coverage.
- Surveys of public opinion – master planning projects include public surveys that identify priority facilities.
- Out of School Program Task Force – an ongoing analysis and survey of after school programming by community members and staff. A participant survey and program evaluation was conducted by the University of Arizona to measure KIDCO participation, identify program strengths and/or areas in need of improvement.

- TRPD prepares and distributes a comprehensive Program Guide and Class Catalog three times per year. <http://www.tucsonaz.gov/parksandrec/programguide.php>

Evidence of Compliance:

1. City of Tucson Parks and Recreation, GIS Inventory, December 2009 (Library)
2. KIDCO Site Inventory (File)
3. Parks and Recreation Capital Unmet Needs List (File)
4. Multi-Agency Inspection Team (MAIT) Inspection Protocol and Pre-Inspection Checklist (File)
5. Master Schedule - Sports Park Fields, Fall/Winter 2009-2010 (File)
6. Valencia Corridor Long Range Park Plan, June 2009 (Library)
7. Survey of Reid Park Multi-Use Path Users; The David Bell Multi-use Path at Reid Park: An Assessment of Usages, Users and User Satisfaction (File)
8. Out of School Program Task Force/University of Arizona – A. Report Update on the Evaluation of KIDCO (September 2009); B. Advancing School-Age Child Care Quality, ASQ Team Leader’s Manual (2009): (File)
9. City of Tucson Parks and Recreation Program Guide and Class Catalog, Spring 2010 (File)

Self Review: 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.**

TPRD uses public meeting input, survey results, and other documents to help assess the needs of various stakeholder groups.

Parks and Recreation Ten-Year Strategic Service Plan

As part of the strategic planning process leading up to the department’s 10 Year Strategic Service Plan the consultant conducted a staff survey, citizen survey, user groups survey and a golf survey. These surveys provided vital information used in determining the “needs” of the community.

Unmet Needs List

In 2006 the Department developed an “Unmet Needs List”. The purpose of which was to identify current deficiencies in the recreational system as well as anticipated future deficiencies.

Valencia Corridor Long Range Plan

Valencia Corridor Long Range Plan – A long-range plan for future parks facilities in the southern part of town based on gaps in the existing service area coverage.

Houghton Area Master Plan (HAMP)

The City of Tucson, through its Department of Urban Planning and Design, spent over two years preparing this document to guide growth and development in the HAMP area. This process involved close collaboration with the State of Arizona, Pima County, the Sonoran Institute, a Citizens Review Committee, a Technical Advisory Team, and private consultants. The continued cooperation between agencies and citizens will permit the HAMP to serve the near and long-term values and visions of Tucson’s residents. TPRD was an active participant in the planning process.

Community Dialogue Meetings

TPRD staff members volunteered and acted as facilitators and scribes for these dialogue sessions. One goal of these sessions was to involve citizens in the budget process and allow them the opportunity to give their input as to where the City of Tucson should direct its financial, human and other resources.

Marty Birdman Center-Citizen

TPRD staff members recently surveyed the neighborhood residents surrounding the Marty Birdman Neighborhood Center to assess and evaluate a list of amenities for inclusion in any future development of the center and park.

Evidence of Compliance:

1. Parks and Recreation Ten-Year Strategic Service Plan – Citizen Surveys (Library)
2. Parks and Recreation Unmet Needs List (File)
3. Valencia Corridor Long Range Park Plan, June 2009 (Library)
4. Houghton Area Master Plan (HAMP), June 2005 (File)
5. Community Dialogue Meeting October 2009/Community Key Services Dialogues - Summary of Public Comments (File)
6. Marty Birdman Neighborhood Survey and Survey Results - November 2009 (File)

Self Review: **MET**

2.5 Feasibility Studies

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

Tucson Parks and Recreation adheres to a number of practices to avoid major environmental impacts and enhance the preservation of resources related to all park development. There is often a public process to gather opinions, note concerns and identify project advantages and disadvantages as well. The city also has one of the more stringent land use codes in the country and though a city agency, must adhere to the same rules and regulations as the general public.

The local demand for park facilities is so high that actual feasibility studies are not truly warranted, however, the City of Tucson itself engages in such studies for large-scale developments such as arenas, landfills, flood control projects or major environmental restoration projects.

The Department follows certain procedures for nearly all of its capital improvement projects. The process varies somewhat depending on type of project and location but generally conforms to the following:

- The City of Tucson conducts a Phase I Environmental Review on all new property prior to purchase. Depending on results, that may involve a Phase II analysis prior to development.
- New parks and major developments in large-scale, existing parks always involve a public input process. Residents are notified by direct mail, newspaper ads and Internet notices. Mailing distributions are often in the proximity of a one or two-mile radius around the project site. There are generally at least two public meetings – one to gather input and another to present results.
- All projects involving major structures (including buildings, shade structures, light poles, fences and walls over 6' in height) must conduct a geotechnical investigation to evaluate the

potential for existing soils to support the proposed improvements or identify whether modifications are necessary.

- Projects in new or undeveloped parks must submit a request to the city's Historic Preservation Department for cultural clearance. This process involves an archaeological investigation to identify potential cultural resources of historic significance. If items are found, action reports are generated and must be adhered to for the remainder of the project.
- The City of Tucson has a number of ordinances pertaining to the preservation of natural resources. These are primarily focused on plant materials and habitat but a few deal with hillside developments and scenic corridors. All development must, where applicable, conform to the following:
 - Native Plant Preservation Ordinance
 - Watercourse Amenities Safety & Habitat (WASH) Ordinance
 - Environmental Resource Zone (ERZ) (mapped areas of biological or zoological significance)
 - Hillside Development Zone
 - Scenic Corridor Zone
 - Water Harvesting Ordinance
- All projects must adhere to all federal laws pertaining to endangered species.

Evidence of Compliance:

1. Phase II Environmental Site Assessment: Morris K. Udall Park: Former US Coast and Geodetic Survey Magnetic Observatory Site (File)
2. Native Plant Preservation Ordinance (File)
3. Watercourse Amenities Safety and Habitat (WASH) Ordinance (File)
4. Environmental Resource Zone (ERZ) Ordinance (File)
5. Udall Park Cultural Clearance (File)
6. Udall Park Geotechnical Report (File)
7. Water Harvesting Guidance Manual (File)
8. Water Harvesting Ordinance (File)

Self Review: 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.**

TPRD developed a Ten-Year Strategic Service Plan. The plan includes Vision and Mission Statements and six Strategic Directions to guide TPRD in the development of parks and recreation facilities. The Strategic Directions include Connectivity, Natural Resources, Accessibility, Signature Parks, Maximize Resources, and Lifetime Customers. The plan was approved by Mayor and Council and the Parks Commission in 2006. The planning area is 226 sq. miles.

Using the Strategic Directions identified in the Plan, three-year action plans with specific objectives were developed. At the end of each three-year period, progress is evaluated, and a new set of objectives are developed. Action items to achieve the specific objectives are identified on an annual basis, after consideration of available resources, both human and financial. These

action items have specific performance measures to ensure progress is quantifiable. The Mayor and Council confirms Departmental direction through the annual Capital and Operating Budget approval process.

City of Tucson Parks and Recreation Commission Strategic Plan

The TPRD Commission has developed a Strategic Plan to assist TPRD in its efforts to provide a park system offering high quality facilities, programs and service for Tucsonans of all ages and abilities. The Plan includes Mission, Vision Statements, Goals, Objectives, Initiatives and a Work Agenda.

City of Tucson General Plan- Parks and Recreation, Open Space and Trails Element (PROST).

The City of Tucson General Plan is updated every 10 years to coincide with the U.S. Census. The Parks and Recreation, Open Space Trails (PROST) Element of the General Plan provides TPRD with strategic planning guidance which is then taken to a more detailed level through the Parks and Recreation 10 Year Strategic Service Plan.

Pima Regional Trail System Master Plan (Draft)

TPRD is the project manager for a county-wide Trail System Master Plan. The draft plan is the culmination of many public and interagency meetings. It is a GIS-based plan that will be integrated into the City/County MapGuide system. Planning area is approximately 1500 sq miles.

Evidence of Compliance:

1. Parks and Recreation Ten-Year Strategic Service Plan, October 2006 (Library)
2. Parks and Recreation 3 Year Action Plan (Library)
3. TPRD Commission Strategic Plan (File)
4. City of Tucson General Plan, Element 10 PROST (File)
5. Pima Regional Trail System Master Plan (Library)

Self Review: **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.

Existing and future parks and recreational facilities of regional significance are identified, mapped and then approved by local government. The department has established site-specific plans for such parks and facilities locations throughout the city, in addition to an inventory program for capital improvement projects. Master plans for parks of regional significance are generally approved by the City Council as the last step in the master planning process.

Typical park master plans cover an array of issues to include environmental impacts, programming opportunities and needs, and constraints. Site plans are utilized with citizen focus groups, community input forums, and state and federal agency cooperative partnerships. Site plans are presented to citizens, the TPRD Commission, and in some cases are approved by the City Council. The following is a list of Mayor and Council approved Park Master Plans:

Mayor & Council Approved Master Plans

- Reid Park
- Columbus Park

- Case Park
- Purple Heart Park
- Lincoln Park
- Udall Park
- Sentinel Peak Regional Natural Resource Park

Master Plans Currently Being Prepared

- Southeast Community Park
- Pima Regional Trail System Master Plan – November 4, 2009 Planning and Programming

Additionally, less formal master plans are commonly prepared by staff or by consultants for the renovation of facilities or construction of smaller neighborhood parks. These neighborhood park plans are typically the result of participation in Neighborhood Association meetings, focus group meetings, coordination with the local City Council Ward Office, and/or written surveys collected from the surrounding neighborhoods. The following is a list of neighborhood approved park plans:

Neighborhood Approved Park Plans

- Grijalva Park
- Menlo Park
- St. Johns Park
- McCormick Park
- Catalina Park
- Davidson Park
- La Madera Park
- Toumey Park

Evidence of Compliance:

1. Mayor & Council Approved Master Plans (Library)
 - A. Reid Park
 - B. Columbus Park
 - C. Case Park
 - D. Purple Heart Park
 - E. Lincoln Park
 - F. Udall Park
 - G. Sentinel Peak Regional Natural Resource Park
2. Master Plan Currently Being Prepared (Library)
 - A. Pima Regional Trail System Master Plan
3. Neighborhood Approved Park Plans (File)
 - A. Grijalva Park
 - B. Menlo Park
 - C. St. Johns Park
 - D. McCormick Park
 - E. Davidson Park
 - F. La Madera Park
 - G. Toumey Park

Self Review: **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.

City of Tucson Ordinances and Development Standards

The City has a number of ordinances and codes, which address resource management, particularly with regard to riparian areas. These include:

- Watercourse Amenities Safety & Habitat (WASH) Ordinance
- Environment Resource Zone (mapped areas of biological or zoological significance)
- Hillside Development Zone
- Scenic Corridor Zone

Maintenance requirements for new park facilities are determined by the individual district in which the facility is being constructed. This review occurs yearly in conjunction with the Capital Improvement Plan and is prorated according to the anticipated completion date. The basis for determining maintenance requirements is the City of Tucson Parks and Recreation Maintenance Management Program Operational Manual.

The department has established and regularly updates a Five-Year Capital Improvement Plan. This plan contains a list of projects including descriptions, operating impacts and project justifications. This plan is updated and approved by the City Council on a yearly basis.

TRPD has created several parks and “special places” that celebrate Tucson’s rich and significant history, and cultural heritage. Examples of these parks include:

- The Vista Del Rio Cultural Resource Park project helped to preserve one of the few remaining, undisturbed parcels of a Rincon-phase Hohokam Village inhabited between A.D. 1000-1150. This park contains high concentration and archeological features. The improvements included a new ramada, interpretive displays, concrete and asphalt walks and paths, drinking fountain, masonry seating, erosion control, landscape and irrigation. It was collaborative effort involving the Vista Del Rio Neighborhood Association, Tucson Unified School District, Ward 1 and 6 Council Offices, the Tohono O’Odham Nation, the 5th Congressional District, the Department of the Interior and the National Park Service.
- La Pilita, an adobe building constructed in the early 1900’s in the heart of the downtown barrio is an excellent example of an old property given new life. It served as a home and a small restaurant for a number of years, until the City acquired it. The La Pilita Foundation offers educational programs on Tucson and southwestern history, as well as natural history.
- El Tiradito, also called the Wishing Shrine, is a small site on dirt grounds containing a shrine dedicated to star-crossed lovers. There is an adobe wall with niches where people place small mandas (promises) or prayers for successful ventures. The shrine also holds a candle stand and a drinking fountain. El Tiradito is the site of small weddings and divorces, and is frequently used for candlelight ceremonies. It is on the Historic Register and is a unique part of the history and legend of Tucson.
- The Garden Of Gethsemane located next to the Santa Cruz River on West Congress Street, is a peaceful garden created to house the religious sculptures of artist Felix Lucero. The path that winds through the park passes hand-sculpted images of Christ at the Last Supper, the Holy Family, and the Crucifixion, along with beautiful potted plants and greenery. The garden is popular for weddings, quinceaneras and small parties. The garden is lighted and has electrical outlets, a water fountain, and a kneeling bench.

- Presidio San Agustín del Tucson is a re-creation of the northeast corner of the original 1775 Spanish presidio. It is located in the heart of downtown. The Presidio complex is a wonderful mix of Tucson's many layers of history. Primarily, it is an interpretation of the presidio (fort) building and life during Spanish times. A self-guided tour explains features including a munitions room, torreón (tower), commissary, and living space for soldiers and their families. An open Hohokam pit house is found on site, along with an interpretation of features that came before the Hohokam period.

For additional information on TPRD Special Places:

http://www.tucsonaz.gov/parksandrec/specialplaces.php#P66_6289

The Tucson Historic Preservation Office works closely with City departments to assess, document, and appropriately treat significant archaeological sites and historic buildings affected by City projects. It also works with the Tucson-Pima County Historical Commission to review demolition requests and proposed exterior alterations to historic buildings, assists with National Register nominations for neighborhoods and property owners that meet certain criteria, and jointly administers Pima County Historic Preservation Bond projects within the City. The Historic Preservation Office also provides training and information on historic preservation laws, compliance procedures, rehabilitation standards, and financial incentives, and it conducts educational outreach to strengthen community appreciation of Tucson's rich heritage and historic resources

Tucson is one of America's oldest communities with over 4,000 years of human occupation. Its historic buildings, neighborhoods and streetscapes represent many historical periods and feature diverse architectural styles. There are currently 21 National Register Historic Districts within City limits, including over 5,700 contributing properties, 71 structures significant enough to be individually listed, and 6 local Historic Preservation Zones. City-owned parcels contain over 500 archaeological sites, and a variety of historic properties such as Fort Lowell Park, the Southern Pacific Train Depot, the Tucson Children's Museum, and several Toole Avenue warehouses. In addition, the City has developed two cultural resource parks, which contain significant archaeological resources - Vista del Rio and Julian Wash. The recently reconstructed northeast corner and tower of the Presidio San Agustín del Tucson is the newest downtown park, and the Spanish Period mission and mission garden will soon be reconstructed at Tucson Origins Heritage Park.

http://www.tucsonaz.gov/planning/prog_proj/projects/historic/index.html#TopOfPage

The following link describes the many publications and maps the City of Tucson has developed in support of preserving its rich, multi-cultural heritage. The community's legacy is shown through its historic buildings and neighborhoods as well as the wealth of archaeological resources which provide information about cultures of the past. Protection and enhancement of Tucson's cultural heritage is critical to preserving the unique identity of the community while allowing for the provision and maintenance of modern urban services and infrastructure to support community development and growth.

http://www.tucsonaz.gov/planning/prog_proj/projects/historic/pubandmaps.html#TopOfPage

- National Register Historic Districts Map
A map of Tucson's 21 National Register Historic Districts and districts currently undergoing the nomination process.

- Tucson Origins Heritage Park Masterplan
In September 2004, the City of Tucson and the WLB Group garnered the Arizona Planning Association's Historic Planning Landmark Award for this project.
- Tucson Post World War II Residential Subdivision Development, 1945 - 1973 Study
- The Cultural Cornerstone of Rio Nuevo Brochure, a publication sponsored by the Tucson-Pima County Historical Commission and prepared by the Tucson Planning Department in cooperation with the Tucson-Pima County Historical Commission. (PDF 1,899K)
- Tucson Heritage Sketchbook- an educational activity book for children.
- The Presidio Trail - A Historical Walking Tour of Downtown Tucson - a brochure with a map of downtown Tucson historical locations and interesting information about each site. A turquoise line on the sidewalks downtown marks the easy to follow tour route.
- Nominating Property and neighborhoods in the City of Tucson to the National Register of Historic Places - a brochure explaining the evaluation criteria, process, and result.
- Nominación de propiedad y barrios en la Ciudad de Tucson al Registro Nacional de Lugares Históricos - Folleto que explica los criterios de evaluación, el proceso e implicaciones.

Evidence of Compliance:

1. Approved Parks Five-Year Capital Improvement Plan (File)
2. Preservation Plan for the Adkins Parcel at Ft. Lowell Park, September 2009 (File)
3. Tucson-Pima County Historical Commission, Plans Review Subcommittee for Rio Nuevo Downtown Zone (File)
4. Protection of Archaeological and Historical Resources in City Projects, Administrative Directive 1.07-7 (File)
5. Fort Lowell Historic Zone Advisory Board (FLHZAB) and Mayor and Council Appointed Historic Zone Advisory Boards Committee Description (File)
6. City of Tucson Historic Preservation Program (web link)
http://www.tucsonaz.gov/planning/prog_proj/projects/historic/index.html#TopOfPage
7. City of Tucson Historic Preservation Maps and Publications (web link)
http://www.tucsonaz.gov/planning/prog_proj/projects/historic/pubandmaps.html#TopOfPage
8. National Register Historic Properties Within the City of Tucson Map (File) and (web link)
<http://cms3.tucsonaz.gov/sites/default/files/imported/maps/historic/natlhist.pdf>
9. National Register Historic Districts Map (File) and (web link)
<http://cms3.tucsonaz.gov/sites/default/files/imported/maps/historic/histdists.pdf>
10. Tucson Origins Heritage Park, The Cultural Cornerstone of Rio Nuevo Brochure (File)
11. The Presidio Trail, a Historical Walk Tour of Downtown Tucson Brochure (File)
12. “Celebrating Tucson’s Heritage,” dated 1996, a publication identifying Tucson’s Cultural Heritage (File)
13. Tucson Heritage Sketchbook, Tucson Heritage Awareness and Education Program, Spring 1996 (File)

Self Review: **MET**

2.9 Community Involvement

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

TPRD's practice to actively seek public input in the planning and design phases of capital projects. Public meetings are held to present plans and designs. The public's opinions and priorities are surveyed. For a capital project at a specific park or site, public meeting announcements are mailed to residents and property owners within the park's service area or planning/design staff attend neighborhood association meetings to hear from area residents. For more regional capital improvements, public meetings are advertised in the local newspaper and through announcements in newsletters that are produced by neighborhoods, elected officials and special interest groups. Special interest groups that staff regularly contacts include sports leagues, bicycle advisory committees, natural resource/conservation groups, dog park users, trails activists and disabilities groups. Much of the funding for our capital projects comes from General Obligation Bonds, Community Development Block Grants and Pima County Neighborhood Reinvestment Bonds – funding sources that target areas of low to moderate income and high stress.

Evidence of Compliance:

1. Meeting agendas/minutes and notes from neighborhood meetings (File)
2. Parks and Recreation Ten-Year Strategic Service Plan Citizen Surveys (Library)
3. Intergovernmental Agreement (IGA) between the City of Tucson and Tucson Unified School District, Miles Exploratory Learning Center (File)
4. Public survey results from Arroyo Chico Urban Greenway (File)
5. Columbus Park Master Plan (in library with Section 2.7 #1B, Site Plans)
6. Intergovernmental Agreement (IGA) between the City of Tucson and Pima County for the Rillito Neighborhood Reinvestment Project (File)
7. Valencia Corridor Long Range Park Plan, June 2009 (Library)
8. Case Park Master Plan and Phase 2 (in library with Section 2.7 #1C, Site Plans)
9. Reid Park Master Plan (in library with Section 2.7 #1A, Site Plans)
10. Reid Park Dog Park community involvement documentation (File)
11. Rio Vista Master Plan (File)
12. Marty Birdman Center Neighborhood Survey (File)
13. Public survey results from Marty Birdman Center (File)
14. Santa Rita Neighborhood Association Letter (File)
15. El Cortez Heights Neighborhood Association (File)

Self Review: **MET**

SECTION 3.0

ORGANIZATION AND ADMINISTRATION

- 3.1 Organizational Structure**
 - 3.1.1 Statement of Purpose for Each Organizational Component**
- 3.2 Administrative Policies and Procedures**
 - 3.2.1 Administrative Offices**
 - 3.2.2 Support Services**
- 3.3 Communication System**
- 3.4 Process for Public Information, Community Relations, Marketing**
 - 3.4.1 Public Information Statement**
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 - 3.4.3 Marketing Plan**
 - 3.4.3.1 Marketing Position Responsibility**
- 3.5 Management Information Systems**
 - 3.5.1 Application of Technology**
- 3.6 Records Management Policy and Procedure**
 - 3.6.1 Records Disaster Mitigation and Recovery**

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.

A copy of the organizational structure of the City of Tucson shows the relationship of the citizens of the City of Tucson, the Mayor and Council, City Manager, Deputy City Manager, Assistant City Manager and all departments, including TPRD.

To meet the needs of the citizens and to support the Department's overall mission, TPRD is organized into five operations/districts; East District, Northwest District, Southwest District, Zoo and Reid Park Operations and Tucson City Golf. A District Administrator is responsible for administering and managing all the activities and personnel of their District. There is also an Administration Division for the Department, which provides direction and sets policy for the five operations/districts, develops and manages the operating and capital budgets for the department.

The three districts serve the leisure and social needs of children, teens, adults, seniors, and people with disabilities by providing customer-oriented programs, facilities, and sites. Southwest District highlights include leisure class administration, El Pueblo Regional Center, the Tucson Rodeo Grounds, the Kennedy Park Fiesta Area, coordination of civic events, and Senior Olympic administration. Northwest District highlights include the Aquatics Program administration, the Therapeutic Center, Northwest Center, Catalina High Magnet School Park, Armory Senior Citizen Center, the Presidio San Agustin, Pascua Neighborhood Center, Downtown, Blenman Park/School, Birdman Center, El Rio Neighborhood Center and the Adaptive Recreation Center. East District highlights include Udall, Ft. Lowell, and Lincoln Regional Parks; Randolph, Udall, and Clements Regional Recreation Centers; Freedom Neighborhood Center, and the Golf Links Sports Complex.

Zoo and Reid Park Operations provides facilities that serve the recreational and social needs of the community, including Reid Park Zoo, Hi Corbett Field, Reid Park, events and theater services, and provides a centralized maintenance service to all other districts in the organization. The specific mission of the Reid Park Zoo is to encourage human commitment to the conservation of biological diversity; to provide a healthy and enriching environment for a collection of animals from around the world; and to provide educational and fun experiences for visitors of all ages.

Tucson City Golf maintains golf course environments to the highest standard; establishes ongoing training programs to ensure the highest level of golf course maintenance and customer service; demonstrates a positive economic investment in retail and concessions operations; and develops and promotes new programs to increase annual user base while improving communications with golfers.

Evidence of Compliance:

1. The City of Tucson Organizational Chart for Fiscal Year 2010 (Library)
2. City of Tucson TPRD Overall Structure Fiscal 2010 (Library)
3. Administration Organizational Chart (Library)

4. East District Organizational Chart (Library)
5. Northwest District Organizational Chart (Library)
6. Southwest District Organizational Chart (Library)
7. ZARPO Organizational Chart (Library)
8. Tucson City Golf Organizational Chart (Library)

Self Review: **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.

Individual responsibilities are aligned by District and are based on geographic areas. The purpose of each organizational component as described in the Adopted Budget Fiscal Year 2010 are as follows:

PARKS AND RECREATION DEPARTMENT – TPRD provides a variety of parks, recreation facilities and program experiences equitably throughout the community. Programs are operated at the highest quality level, ensuring a safe environment with exceptional service to develop lifetime customers. Services demonstrate a positive economic investment through partnerships with other service providers, both public and private, contributing to a high quality of life for Tucsonans. The department includes the Administration Offices, Southwest District, Northwest District, East District, Reid Park Operations, and Zoo Operations and Tucson City Golf.

ADMINISTRATION: This program area provides general oversight for the department by setting direction and policy, developing and managing the department's operating and capital budgets, providing administrative and clerical support, and ensuring that customers are provided excellent services and facilities throughout the system. Administrative functions include the Director's Office, Capital Planning and Development, Public Information Office and Management Support Services (e.g. human resources, information technology, accounting, reservation/registration services, environmental management and safety). The administration program area also includes the oversight and supervision of the three outlying geographic districts, the Reid Park Zoo and the Reid Park Operations as well as Tucson City Golf.

ADAPTIVE RECREATION CENTER: This specialized recreation center with two heated pools provides year-round service to both Tucsonans and visitors from surrounding areas. The outdoor pool offers lap swimming, recreational swimming and a walking track. The indoor therapeutic pool (heated to 92 degrees) offers structured programs for arthritis and recovering stroke patients and also serves the needs of others with all degrees of ability.

AQUATICS: The primary purpose of this year-round program is to provide safe and clean swimming facilities and opportunities for pool patrons. Leisure classes, swimming lessons for children and adults, synchronized and competitive swimming, fitness training and recreational and lap swimming are major components of this program. The Adaptive Recreation Center, Catalina, Sunnyside, and Clements Pools provide year-round swimming. Seasonal pools will operate five days per week for ten weeks during the summer months.

RECREATION CENTERS: All recreation and neighborhood centers will be open to the public five days per week for both structured and unstructured activities. Hours of operation will vary by center. Additionally, the four regional recreation centers (Udall, Clements, El Pueblo, and Randolph) are open on Saturdays. All centers are closed on Sundays.

CIVIC EVENTS: This program area provides equipment (e.g. Booths, bleachers, portable stages, etc) and support to special events throughout the City of Tucson. Event support is provided for both city-sponsored events as well as a variety of community events sponsored by other agencies and organizations.

HI CORBETT MAINTENANCE: Maintenance of Hi Corbett Field and the surrounding annex fields is accomplished at a high level in order to meet the spring training needs of the Colorado Rockies and the summer needs of the Tucson Toros. The complex is also maintained for local youth and adult baseball leagues during the summer months.

KIDCO: This program area provides 47 after-school and 62 summer recreation programs in a safe, supervised environment for children ages 5-11, in kindergarten through fifth grade. It offers an opportunity for kids to express themselves creatively through various art forms, sports and special events during out-of-school time.

LEISURE CLASSES: This program area offers approximately 1,130 instructional/special interest classes to youth and adults throughout the year. Class topics include fitness, arts and crafts, music, pottery, sports, dance, gymnastics and many others.

PARKS MAINTENANCE: This program area provides resources for the routine, specialized and preventive maintenance of 128 parks and facilities throughout the City of Tucson. Daily maintenance occurs throughout the park system to ensure clean, safe and attractive facilities.

PERFORMING ARTS: This program area provides assistance for city-wide special events, including Tucson Pops and Symphonic Winds concerts in the spring and fall. Other areas of support include audio technical services for the Rockies' spring training season and cosponsored theatrical and special events.

SPORTS: This program area offers league play for badminton, baseball, basketball, flag football, softball, and volleyball. This program is also responsible for facilitating and scheduling 215 fields for 284 organizations, which represent 4,342 teams.

SPRING TRAINING: This program area provides for the operational needs of spring training outside of routine maintenance responsibilities. Game security costs and miscellaneous supplies for the month-long season are accommodated.

TEENS: This program area offers structured recreational activities for children from the ages of 13-19.

TENNIS: This program area supports the operation of city owned tennis facilities located at Randolph, Fort Lowell, and Himmel Tennis Centers.

THERAPEUTIC RECREATION: This program area offers programs for children, teens and adults with various disabilities. It also trains developmentally disabled adults for Special Olympics programs and offers bowling and wheelchair basketball activities.

GRANTS: This program area seeks federal, state, and local funding for the provision of recreational opportunities and community support services. Emphasis is placed on leveraging existing city resources to enhance funding for programs and services. Funding from the Department of Economic Security and the Pima Council on Aging will provide support for the developmentally disabled and for senior nutrition respectively.

ZOO: This Association of Zoos and Aquariums (AZA) accredited facility offers an environmentally friendly, educational, and recreational experience to over 500,000 visitors each year and is open 364 days per year. Many special events are offered at the zoo throughout the year, including the ever-popular “Howl-o-Ween” event during the fall and Zoo Lights during the winter holiday season. Train rides around the large Reid Park pond are offered daily.

TUCSON CITY GOLF: Tucson City Golf strives to provide golfers with the best value through well-maintained golf courses and outstanding customer service at reasonable prices. Tucson City Golf (TCG) operates five 18-hole championship golf courses at four facilities across the City of Tucson. In addition to the golf course, each facility provides a well stocked Pro Shop, a lighted driving range and Clubhouse. Tucson City Golf programs include the Administration Office, Golf Course Maintenance, Pro Shops and Concessions.

Evidence of Compliance:

1. Adopted Budget Fiscal Year 2010 – Section B Department Budgets Parks and Recreation, page 90-101 (Library)

Self Review: **MET**

3.2 Administrative Policies and Procedures ★

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

The TPRD Procedure and Regulation Manual contains policies and procedures on scheduled reports, miscellaneous forms and procedures, inventory control and purchasing, security, water management, general maintenance and safety, mowing, swimming pools, recreation programs, vehicle use, planning/design, personnel, zoo, departmental regulations, computers, cell phones and golf. The manual contains 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.

Evidence of Compliance:

1. TPRD Procedure and Regulation Manual (Library)
2. City of Tucson Administrative Directives (Library)

3. TPRD Procedure and Regulation Manual Table of Contents (File)
4. TPRD Procedure and Regulation Manual (File - screen shot of policies)

Self Review: MET

3.2.1 Administrative Offices

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

TPRD has three administrative offices throughout the City. The main Administration and Northwest District Office is located at 900 South Randolph Way. The East District Administration Office is located at 8257 East Broadway and the Southwest Administration Office is located at 4208 South Santa Rita Ave. All Administrative Offices are open to the public Monday through Friday, from 8:00 a.m. to 5:00 p.m.

All administrative offices have at least one conference room available for meetings, trainings and planning sessions. All administrative offices have adequate office, storage, filing and reception space. Additionally, each facility is equipped to fill its specific office needs. All administrative offices have warehouse and storage areas for equipment and supplies.

A complete listing of equipment and notes is logged in the Administration Office Equipment Checklist.

A collection of references, resources, periodicals, regulations and policies, FAQ's and videos is maintained by the Human Resources Department in the City of Tucson Employee University under the Library and Online Media Center Sections. This online resource is available to all staff. This website, <http://www.coteu.org>, is available inside and outside the City network.

Evidence of Compliance:

1. Administration Office Equipment Checklist (File)
2. Screen shot of COTEU Library page (File)
<http://www.coteu.org> (Digital – Sample log-in page on File)

Self Review: MET

3.2.2 Support Services

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

TPRD has several full-time support personnel located at various sites throughout the department. TPRD also utilizes a variety of equipment, including computers, literature, software applications as resources for staff.

TPRD Support Services Personnel consists of the following positions:

Account Clerks:

- TPRD staffs one Account Clerk at the Main Administration Building. Each district administration office also has at least one Account Clerk on site. Account Clerks maintain financial records and processes transaction documents.

Administrative Assistant:

- TPRD staffs one Administrative Assistant in the Director's Office, Golf, Capital Planning and the Zoo. Administrative Assistants perform research and analytical work in support of administrative, financial, and personnel functions.

Customer Service Clerk:

- TPRD staffs at least one Customer Service Clerk in the main reception area of each district office who provides customer service to personnel and the public, and performs clerical duties.

Executive Assistant:

- TPRD staffs two Executive Assistants who perform administrative, clerical and financial support for department director and provide customer service.

Graphic Arts Specialist:

- TPRD staffs one Graphics Arts Specialist in the department who develops multiple media presentations including print, web, and television. Prepares large presentations, displays, exhibits, diagrams, models and signage. Oversees photography, displays and presentation.

Information Technology Specialist:

- TPRD staffs one Information Technology Specialist in the Department who is responsible for installing and maintaining computer hardware and software including servers and networks. Troubleshooting problems and providing technical assistance and training to end users in the use of desktop hardware and software.

Management Assistant:

- TPRD staffs one Management Assistant who supervises and implements administrative and management functions and activities. Prepares and monitors the division budget, making corrections, adjustments and changes as necessary. Assists department personnel in providing desired and cost effective services and facilities to the public.

Management Coordinator:

- TPRD staffs one Management Coordinator in the department who is responsible for coordinating and managing the development of a department's financial plan, including capital and operating budgets, and financial strategies, oversees department human resources activities, and participates in the development and implementation of department goals and objectives.

Office Supervisor:

- TPRD staffs one Office Supervisor who supervises Class Registration and Account Clerks in performing the daily activities of an office and implements policies and procedures and responds to requests for information.

Public Information Officer:

- TPRD staffs one Public Information Officer in the department responsible for leading personnel in coordinating the dissemination of public information and in providing graphics support to increase public knowledge, and utilization of parks and recreation opportunities.

Secretary:

- TPRD staffs three Secretaries within the department who perform skilled clerical and administrative work and assist with special assignments while maintaining confidentiality.

Staff Assistant:

- TPRD staffs one Staff Assistant in the department who is responsible for providing administrative support or assisting with financial functions, and with the coordination of daily operations.

Systems Analyst:

- TPRD staffs one Systems Analyst who designs, develops, and programs systems operations, and manages projects for the computer resolution of business problems.

Support Services Equipment and Resources –

Equipment:

- The Information Technology Unit at TPRD maintains 412 workstations throughout the Department. A complete PC Inventory listing is on file.
- TPRD also utilizes a variety of peripherals including printers, smart phones and projectors. Complete Peripheral listing is on file.

Evidence of Compliance:

1. City of Tucson Parks and Recreation Job Descriptions (Library)
2. TPRD PC Inventory (File)
3. TPRD Peripheral Inventory (File)

Self Review: **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.

TPRD understands the importance of communication – both internally and externally – in a timely and accurate manner to provide notification and convey information about the services, programs, facilities and activities of the Department.

Various systems and processes are used within TPRD at different levels of the management structure.

Public Information Officer:

The Public Information Officer is tasked with conveying information to the following groups on a regular or as assigned basis:

General public (External):

- A well-established and active program of external Press Releases and Media Advisories for Department events or announcements. Since 1998 Press Release/Media Advisory notebooks have been maintained in a calendar year format. The 2009 Notebook is filed in the Accreditation Library; previous notebooks are filed in the Public Information Office.
- Via facilitation and coordination of Department special events and meetings with outside agencies, neighborhood groups or citizens
- Through the use of regular telephone, e-mail, FAX and face-to-face contacts with the public

- Through a variety of printed materials, including the tri-annual Program Guide & Class Catalog, posters, flyers and other printed items – many of these materials are also routed for communication use at other Department public use facilities, including district offices, centers, pools, special interest facilities and Council offices. Back issues of the Program Guide & Class Catalog, covering the past two years, are on file in the Accreditation Library. Issues dating back to the late 1980s are archived in the Director’s Conference Room.
- TPRD web site provides a valuable way of conveying important information to the public
- Interface with members of the general public at various public events or meetings
- Preparation of a monthly calendar of Department events and posting on TPRD’s web site

Staff (Internal):

- Posting of Press Releases and Media Advisories on a Public Information bulletin board and a bulletin board outside the Director’s office
- Preparation and posting of mini-posters about recent Department special events, with event photographs, on the Public Information bulletin board
- Publication of the Program Guide & Class Catalog listing activities at all facilities and units, general Department information and leisure class information. The Program Guide & Class Catalog is published three times per year.
- Preparation and routing of daily City of Tucson and Parks and Recreation industry related press items from around the state to key management staff
- Routing of information e-mails to all parks employees about upcoming special events
- Various printed materials, including flyers and posters are used to inform internal staff at district offices, centers, pools and other facilities/units.
- Relaying and briefing various staff on media inquiries
- TPRD web site provides a valuable way of conveying information to staff and provides staff a source of needed information
- Public Information unit staff members serve on various Department internal committees
- The Parks and Recreation Marketing Plan is on file in the Accreditation Library and contains marketing tactics and samples staff can review.

Elected Officials (External):

- Interface through special event planning meetings or other normal communication channels
- Receive copies of all Department Press Releases and Media Advisories from the PIO
- Receive copies of all print materials emanating from Public Information – often includes handout copies for the public
- Preparation and routing of a monthly calendar of Department events to elected and appointed officials

Media (External):

- PIO functions as the central point for all media inquiries and directs or responds accordingly
- Receive TPRD Press Releases and Media Advisories from the PIO, including the monthly Department calendar

Other staff – internal communications:

From a Department-wide standpoint, an active and formal upward and downward internal communications process is an accepted part of doing business.

Regularly scheduled meetings to maintain open and effective channels of communications with employees are held at all levels of the Department, including meetings scheduled by the following: Department Director, Deputy Director, District Administrators, Superintendents and Supervisors. Employee input is welcomed for agenda preparation or as part of participating in these meetings.

District staff members at the District Office level and recreation center/unit level support the external communications objectives of the Department through regular contact with outside publics, including neighborhood associations, community groups, county officials, elected officials, business leaders and other City of Tucson staff. This is supported and augmented by regular staff attendance at scheduled external group meetings and events.

The Accreditation Library is also a source of internal communication where employees can learn about the Department and the City of Tucson as a whole.

In addition to meetings, e-mails, reports, cell phones and radio augment the internal communications efforts of staff. Key management is equipped with Sprint Treo devices for continuous communications both in and away from the office.

Evidence of Compliance:

1. Internal/External Communication Matrix (File)
2. Newspaper/Radio Advertising Samples (File)
3. Press Release and Media Advisory totals from 1998 to present (File)
4. Press Release Notebook 2009 Calendar Year (Library)
5. Program Promotional Samples Notebook – Special Event section (Library)
6. Program Guide & Class Catalog back issues 1999-2009 (Library)

Self Review: 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.**

TPRD places a high priority upon, and fully understands the value of communications outreach. Via a mix of public information, community relations and marketing, a connected and stronger community is built through regular and consistent communications with all audiences served by the Department. Equally important objectives of this effort are sharing information, building relationships and increasing public awareness.

TPRD exists to serve the recreation and leisure needs and expectations of the community through positive and professional services, activities and programs and safe, functional facilities. Communications is one link that allows TPRD to achieve its objectives.

Opportunities to more effectively and efficiently serve the community are recognized and acted upon, and programs/services are regularly monitored and evaluated for effectiveness and efficiency.

The Department's success in achieving positive public education and public information activities employs a variety of tools including, but not limited to, the use of various print materials, a Department web site, newspaper advertising, radio public service advertising, Press Releases, Media Advisories, information racks, handout materials and bulletin boards.

Public Information:

A full-time Public Information Officer (PIO) maintains a flow of credible information to outside publics, including the media and elected officials, through a proactive program of press releases and media advisories.

The PIO also coordinates the media relations function for the Department, hosting media inquiries, assuring they are addressed in a timely and appropriate manner, scheduling media interviews and building/maintaining media relationships.

The PIO also has responsibilities in the areas of internal communications, Department special events, assisting with community relation efforts and developing marketing strategies.

Community Relations:

With support from the Department's key management team, three District Administrators and seven District Superintendents play a major daily role in building, leading and maintaining the community relations efforts for TPRD. These efforts are augmented by key management staff at the Reid Park Zoo and Tucson City Golf.

Interactions with citizens, user groups, elected officials and their staffs, neighborhood groups and special interest groups are recognized as a vital component of community building for TPRD. This message is conveyed and reinforced regularly with site supervisors and all staff who have (or might have) public contact.

Marketing:

Adding to a long-held understanding that every employee, program and service plays a role in marketing TPRD, there is an organizational emphasis on evaluating existing strategies; developing and structuring new marketing strategies; and searching for new marketing opportunities. Whether through technology or innovative program design that can aid in maintaining a positive Department image and/or better serve the public, marketing of TPRD is essential. Each employee is first and foremost a community servant and all actions must emanate from that accepted position.

Staff members throughout the organization -- at the administrative, district, center and unit levels -- share a role, provide input and assume varied duties in the marketing of the organization.

As part of the TPRD Three-Year Action Plan and this accreditation process, a formalized, written TPRD Marketing Plan has been created and places a focus on marketing the organization. It is a dynamic effort that provides guidelines and explores new tactics for a focused marketing effort and can be built upon for future organizational success.

Reporting and Evaluation:

As part of TPRD's Three-Year Action Plan, objectives, including those pertaining to the Public Information, Community Relations, and Marketing are re-evaluated and reported on a quarterly

basis. Special Reports are completed on an as needed basis to evaluate efforts and opportunities relating to the integrated role of public information, marketing and community relations.

Evaluation of these integrated efforts is currently accomplished via project/program assessment meetings and/or special focus meetings.

Current on file examples of as-needed reports that impact public information, marketing and community relations include: Promotional Plan and Recommendations for 2008 Job Fairs and cost tracking for production of the Program Guide & Class Catalog.

Past examples on file include: Marketing Observations by Zip Code for fall 2002 Program Guide & Class Catalog distribution and leisure class attendance; Marketing Observations by Zip Code for summer 2001 Program Guide & Class Catalog distribution and leisure class attendance; 2001/02 analysis of Program Guide & Class Catalog distribution by Zip Code; and cost/benefit analysis for optional printing methods/format for Program Guide & Class Catalog.

Areas specifically covered by these reports include: press releases and media advisories; advertising costs and strategies; special event planning; and Department printed materials, including the Program Guide & Class Catalog.

Evidence of Compliance:

1. Sample PIO Reports (file):
 - 1-A. Promotional Plan and Recommendations for 2008 Job Fairs
 - 1-B. Program Guide & Class Catalog Costs -- 1998-2009
2. Communication Matrix (File)
3. Community Relations Activity Inventory (File)
4. Community Relations Plan Framework (File)
5. Press Release Notebook 2009 Calendar Year (Library)
6. Program Promotional Samples Notebook – Special Event section (Library)
7. Program Guide & Class Catalog back issues 1999-2009 (Library)
8. Tucson Parks and Recreation Marketing Plan (Library)

Self Review: 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.**

Tucson Parks and Recreation is committed to, and actively pursues -- through Press Releases, Media Advisories, a monthly Department calendar, the publication of various printed materials and other communications channels -- the dissemination of timely and accurate information to citizens and the media about events, programming and facilities that involve the organization and impact the community and its quality of life.

TPRD understands this function, especially as it relates to the media, must be accomplished in a professional manner to maintain a credible and consistent posture, reputation and connection with the media.

The agency's Public Information Officer works closely with all members of the Department to implement and maintain a regular and active flow of information via Press Releases and Media Advisories to inform the community and media of scheduled events and activities or announcements. Unscheduled media inquiries are routed through the PIO as the first point of contact with responsibility for coordination and handling all inquiries.

Written procedural policy presented in the TPRD Marketing Plan and the Department's Internal/External Communication Matrix, among other sources, outline in detail how this is handled, and by whom, within the organization.

Evidence of Compliance:

1. TPRD Public Information Statement (File)
2. Internal/External Communication Matrix (File)
3. Tucson Parks and Recreation Marketing Plan (Library)

Self Review: **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.

TPRD administrative staff includes a professional Public Information Officer, who has direct responsibilities and duties in the areas of public information and communicating to external/internal audiences and support responsibilities and duties in the areas of marketing and community relations.

The Public Information Officer manages all public information and media relations and, working in conjunction with staff at all levels of the organization, supports the community relations and marketing efforts of the organization. The PIO writes, manages and sends all Press Releases and Media Advisories to ensure timely media/public notification and gain news coverage with the goal of improving community awareness and involvement. Through these efforts and responsibility for the facilitation of Department special events, the PIO supports the multi-layered efforts of the organization in the areas of community relations and marketing.

The PIO, with the support of a Graphics Arts Specialist, oversees the preparation and production of all Department print materials, including flyers, posters, brochures, advertising and the tri-annual Program Guide & Class Catalog.

Evidence of Compliance:

1. Public Information Officer Job Description (File)
2. Parks and Recreation Department Administrative Procedures Manual (Library)
Refer to 2.9 - Public Information Office (PIO) Procedures (File)

Self Review: **MET**

3.4.2 Community Relations Plan

Standard: The agency should establish a community relations plan.

The Tucson Parks and Recreation Community Relations Plan encourages employee involvement and places value on (1) building relationships with the community, elected officials and their staffs, neighborhood associations, special interest groups and sports groups; (2) using a Community Relations Activity Inventory to track, monitor, evaluate and report on community relations efforts; and (3) using a Community Relations Plan Framework to promote new ideas and essentials for an effective Community Relations Plan.

(1) Employee involvement in the community; building relationships

All contact with the community we serve offers opportunities for community building and the chance to present a positive image of the Department and inform the community that Parks and Recreation is an active and involved member of the community, as well as a good neighbor.

As specific examples of these efforts, various members of Parks and Recreation staff, representing all staff levels, played an active role in a series of fall 2009 Community Dialogs presented by the Tucson City Manager to address current issues impacting the City. TPRD staff who participated used the opportunity to build relationships, dialog with members of the community and relay positive and accurate information about the activities of the Parks and Recreation Department.

Other examples of the importance placed on community relations include the creation within the past four years of free community-wide events that have experienced continued and growing success and popularity. These include (1) a Family Festival in the Park event, created four years ago as a community showcase for the people and programs of Parks and Recreation; the 2009 event attracted 10,000 citizens and (2) a Mud Monster event, created three years ago, that reaches more than 8,000 residents and their families.

City of Tucson Administrative Directives – AD 2.02-5 Rules of Conduct and AD 2.02-14 Ethics and Conflict of Interest – provide guidelines and address the actions of staff, including those involved in community relations activities.

(2) Community Relations Activity Inventory

This form formalizes the tracking, monitoring, evaluation and reporting process for all community relations activities conducted throughout the department by various district, centers and units.

It includes information on what community relations activities are being done; what agency or community group is impacted; frequency of the community relations activity; who is responsible on staff for the activity; what is the perceived purpose of the activity, what is the perceived benefit to the department and City of Tucson of the activity and what is the reporting process for the activity.

(3) Community Relations Framework

TPRD recognizes the opportunity to educate and motivate employees about the importance and far-reaching benefits of overall community building, as well as each community relations activity conducted by staff -- ranging from face-to-face interfaces between staff and community members to large special community-wide events.

The Framework presents basic community relations tenets, ideas and tips to encourage staff to think outside the box and the way things may have always been done. It also offers ideas for new community relations opportunities.

Evidence of Compliance:

1. Community Relations Plan
 - 1-A Community Relations Activity Inventory (File)
 - 1-B Community Relations Plan Framework (File)
2. City of Tucson Administrative Directives
 - 2-A AD 2.02-5 - Rules of Conduct (File)
 - 2-B AD 2.02-14 - Ethics and Conflict of Interest (File)
3. TPRD Marketing Plan (Library)
 - Refer to Page 22: Understanding Public Perception and Image
 - Refer to Page 29: Co-creation as a Marketing Tool
 - Refer to Page 31: Customer Service Role in Marketing
 - Refer to Page 34: Community Relations: Partnerships
 - Refer to Page 36: Community Relations: Coalitions
 - Refer to Page 45: eMarketing and Social Marketing

Self Review: MET

3.4.3 Marketing Plan

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

A tactical Marketing Plan has been created and serves as a dynamic document as TPRD's needs and issues demand.

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. The Action Plan is designed as a formal tool that allows staff "to identify the link between the City's Strategic Directions to defined objectives, strategies and actions, and department key performance measures," as well as establishing a timeline for accomplishment.

The Marketing Plan includes marketing concepts, procedural information and reference to marketing research targeting Parks and Recreation derived from past City-wide surveys, as well as extensive research conducted in conjunction with the development of the Parks and Recreation Department Strategic Plan.

Evidence of Compliance:

1. National Citizen Survey 2004 (File)
2. ICMA Local Government Parks and Recreation Services 2001 (File)
3. Parks and Recreation Strategic Service Plan 2012 – Data Notebook (Library)
4. Parks and Recreation Strategic Service Plan 2012 – Key Findings Report Notebook (Library)
5. TPRD Marketing Plan (Library)
6. Parks and Recreation 3-Year Action Plan (Library)

Self Review: MET

3.4.3.1 Marketing Position Responsibility

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

The duties and responsibilities of the Public Information Officer, in addition to public information and media relations, includes supporting “planning, developing and implementing ... marketing strategies” for TPRD.

The demands on the PIO are prioritized and include various responsibilities and allocated for planning, developing and implementing public information, media relations, publication, printed materials, special events and marketing strategies.

The Public Information Officer provides valuable marketing input and interfaces with various staff members for:

- various formal marketing committees at the center or district level
- center-based marketing efforts for specific programs/activities
- Department-wide efforts of the Parks and Recreation Sustainability Committee
- Department community-wide special events
- district events for facilities including groundbreaking and dedications

Evidence of Compliance:

1. Public Information Officer Job Description (File)
2. Parks and Recreation Department Administrative Procedures Manual (Library)

Self Review: MET

3.5 Management Information Systems★

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

TPRD uses AHRS and BRASS systems for budgeting and resource allocation. Both systems are used throughout the City of Tucson.

- **AHRS** Advantage Human Resource Software from AMS-CGI manages the employee resources of the City of Tucson and payroll.
- **BRASS** The Budget and Analysis Support System (BRASS) is a product of AMS-CGI. It is an off-the-shelf budgeting system designed for use by local and state governments. It allows for budget forecasting, tracking and analyzing of budget positions and employee levels.

The 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. Statistical reports can be generated on a daily, monthly or annual basis.

The Parks and Recreation Maintenance Management Program (PRMMP) is used to track maintenance labor hours. Statistical reports can be generated on a daily, monthly or annual basis for the purpose of creating data summaries and analytical comparisons.

Evidence of Compliance:

1. Complete list of Class System Reports (File)
2. Class Membership Sales Summary Sample Report (File)
3. Class POS YTD Sales Sample Report (File)
4. Class Registration Summary Sample Report (File)
5. Class Rental Summary Sample Report (File)
6. PRMMP Top 8 Activity Sample Report (File)
7. PRMMP Monthly Activity Sample Report (File)

Self Review: **MET**

3.5.1 Application of Technology

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

TPRD uses several application systems to afford the department a more efficient operation. Descriptions of the primary applications used at TPRD are outlined in the Parks and Recreation Primary Applications and Descriptions list.

Evidence of Compliance:

1. Parks and Recreation Primary Applications and Descriptions (File)

Self Review: **MET**

3.6 Records Management Policy and Procedure

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

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.

The City Clerk Records Manager is available to provide departments assistance in developing and enhancing records management programs.

Evidence of Compliance:

2. AD-Records Management Policy 1.05-1 (File)
3. City Clerk Records Management Intranet Home Page (File)
4. City Charter Chapter X, Section 10 (File)
5. Records Transfer Procedures (File)
6. Records Management Glossary (File)

Self Review: **MET**

3.6.1 Records Disaster Mitigation and Recovery

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

The City of Tucson Information Technology Department has a Disaster Recovery Plan that establishes procedures to protect, store and recover critical systems and data in the event that a disaster affects a department's operations and/or services.

TPRD also created the Continuity of Operations Plan to ensure that services offered to the public and other agencies will continue despite any disaster. The Alternate Facility Operations section (pages 18-20) addresses mission critical systems and procedures to be followed in case of a disaster.

In addition to both plans, City IT backs-up TPRD's network drives (s:/drive or share drive and i:/drive or individual's network allocation) on a nightly basis. TPRD's mission critical servers, which are all housed in City IT's Data Center are also on a nightly back-up schedule.

Evidence of Compliance:

1. The City of Tucson Information Technology Department's Disaster Recovery Plan (File)
2. TPRD's Continuity of Operations Plan (File)

Self Review: **MET**

SECTION 4.0

HUMAN RESOURCES

- 4.1 Personnel Policies and Procedures Manual
 - 4.1.1 Code of Ethics
 - 4.1.2 Recruitment Process
 - 4.1.3 Equal Employment Opportunity and Workforce Diversity
 - 4.1.4 Selection Process
 - 4.1.5 Background Investigation
 - 4.1.6 Employee Benefits
 - 4.1.7 Supervision
 - 4.1.8 Compensation
 - 4.1.9 Performance Evaluation
 - 4.1.10 Promotion
 - 4.1.11 Disciplinary System
 - 4.1.12 Grievance Procedures
 - 4.1.13 Termination and End of Employment
- 4.2 Staff Qualifications
- 4.3 Job Analysis and Job Descriptions
- 4.4 Chief Administrator
- 4.5 Physical Examination
 - 4.5.1 Workforce Health and Wellness
- 4.6 Orientation Program
 - 4.6.1 In-Service Training Function
 - 4.6.2 Employee Development
 - 4.6.3 Succession Planning
 - 4.6.4 Professional Organization Membership
- 4.7 Volunteer Management
 - 4.7.1 Utilization of Volunteers
 - 4.7.2 Recruitment, Selection, Orientation, Training, & Retention
 - 4.7.3 Supervision and Evaluation
 - 4.7.4 Recognition
 - 4.7.5 Liability Coverage
- 4.8 Consultants and Contract Employees

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.

TPRD employees follow the policies set forth in the City of Tucson's Civil Service Rules and Regulations Manual and the City of Tucson's Administrative Directives, Personnel Section. The City's Human Resources Department reviews the Civil Service Commission Rules and Regulations Manual annually for accuracy and to ensure the Manual reflects any changes in the labor laws or city policies. Human Resources also updates policies as needed throughout the year. All employees are informed about the Civil Service Commission Rules and Regulations Manual as well as where to find them online. The City's Administrative Directives are also reviewed annually for accuracy and updated, as needed. TPRD's Procedures Manual review was launched in January 2009.

Evidence of Compliance:

1. City of Tucson Human Resources Civil Service Commission Rules and Regulations Manual (Library)
2. City of Tucson Administrative Directives Manual, Personnel Sections #2.01.-1 through 2.02-24 (Library)
3. City of Tucson Parks and Recreation Procedures Manual (Library)

Self Review: MET

4.1.1 Code of Ethics ★

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

The City of Tucson's Code of Ethics and Rules of Conduct for Employees handbook is distributed at new employee orientations. The Code of Ethics summarizes the City's adopted administrative policies that apply to ethical behavior and conduct expected of City employees. The City's Administrative Directives also address inappropriate behavior warranting disciplinary steps under the section entitled "Employment Practices". Disciplinary matters are handled in accordance with the Administrative Directive 2.02-16 Disciplinary Action. The following is a partial list of such behavior:

- Incapacity, due to a mental or physical disability, to perform required job duties
- Drinking while on duty
- Immoral conduct
- Conduct unbecoming an employee in the public service, during or outside working hours
- Dishonesty
- Fraud in securing appointment; shall include any false statements made in the application of the employment
- Neglect of duty
- Insubordination
- Negligence, waste, or damage of public property, supplies or equipment

- Absence without leave or authorization
- Addiction or use of narcotics or other habit forming drugs
- Conviction of criminal act involving moral turpitude
- Violation of Tucson Code or Civil Service Commission rules and/or regulations and anything sufficiently irregular to justify suspension, removal, or discharge

Evidence of Compliance:

1. City of Tucson Code of Ethics and Rules of Conduct for Employees Brochure (File)
2. City of Tucson Administrative Directives 2.02-16 Disciplinary Review Process (File)
3. City of Tucson Administrative Directives 2.02-4 Reporting Wrongful Conduct (File)
4. City of Tucson Administrative Directives 2.02-5, Rules of Conduct (File)
5. City of Tucson Administrative Directives 2.02-10 Nepotism (File)
6. City of Tucson Administrative Directives 2.02-14, Ethics and Conflict of Interest (File)
7. City of Tucson Administrative Directives 2.02-22 Drug and Alcohol Abuse; Impaired Employees; Physical Evaluation Testing (File)

Self Review: MET

4.1.2 Recruitment Process

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

The City of Tucson’s Human Resources Department is charged with the recruitment and selection procedures, which are set forth in the City’s Administrative Directives Manual (#2.02-12A) and the Civil Service Commission Rules and Regulations Manual (Rules III. and IV.). The Administrative Directives, 2.02-12A, Civil Service Open Competitive Recruitment, Examination, Certification, and Appointment, outlines the procedures for open competitive recruitment, examination, certification and appointment of city civil service employees in accordance with Tucson City Code and the Civil Service Rules. Additionally, the City of Tucson Civil Service Commission Rules and Regulations, Rule III-Applicant Evaluations and Rule IV, Establishment of Employment Lists and Their Use, detail the recruitment and selection process from start to finish.

Evidence of Compliance:

1. City of Tucson Administrative Directives, 2-02-12A, Civil Service Open Competitive Recruitment, Examination, Certification and Appointment, Section VI. Final Selection Process and Appointment (File)
2. City of Tucson Civil Service Commission Rules and Regulations, Rule III, Section 2; Promotional Recruitments and Applicant Evaluations (File)
3. City of Tucson Civil Service Commission Rules and Regulations, Rule IV, Establishment of Employment Lists and Their Use, Section 1, Entrance and Promotional Lists (File)

Self Review: MET

4.1.3 Equal Employment Opportunity and Workforce Diversity ★

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

TPRD is committed to having a culturally diverse staff that is reflective of the Tucson community. From the inception of a recruitment process, TPRD staff involved in the hiring process work closely with the Human Resources Department and the Office of Equal Employment Opportunity to fulfill the City of Tucson’s mandated policy of Equal Employment

Opportunity. The “Equal Employment Opportunity Employer” statement is as follows:

“The City of Tucson is an equal employment opportunity employer. Under the city's Civil Service-Human Resources Ordinance, Tucson Code Chapter 10 §10-18, it is unlawful to discriminate in city employment on the basis of race, color, national origin, ancestry, religion, sex, disability, age, sexual orientation, gender identity, familial status, marital status, and political opinions, beliefs or affiliations.”

The Office of Equal Opportunity Programs (OEOP) implements and enforces equity policy for the City of Tucson. Specifically, the OEOP:

- Enforces the Human Relations Ordinance, Article II, Declaration of Policy, Chapter 17-1, of the Tucson City Code
- Ensures the implementation and enforcement of non-discrimination policies in City employment
- Reviews reasonable accommodation options related to demotions and terminations stemming from the expressed inability to accommodate an employee
- Ensures that City of Tucson facilities, programs/activities and services are accessible to persons with disabilities in accordance with Tucson City Code and the Americans with Disabilities Act of 1990 (ADA).
- Administers Equal Employment Opportunity by Contractors doing business with the City
- Develops and implements the City's Equal Opportunity Plan
- Provides staff support to various commissions including the Minority and Woman-owned Business Enterprise Commission, Commission on Gay, Lesbian, Bisexual, and Transgender Issues, the Human Relations Commission, and the Commission on Disability Issues (CODI).

Evidence of Compliance:

1. Tucson City Code, Chapter 10, Section 18, “Discrimination prohibited; political activities” (File)
2. City of Tucson Office of Equal Opportunity Programs (File) or at <http://www.tucsonaz.gov/eoo>
3. Tucson City Code, Chapter 17-1, Article II. Declaration of Policy (File)
4. City of Tucson Administrative Directive 2.05-2, Equal Employment Opportunity-Reasonable Accommodation of Applicants and Employee (File)
5. City of Tucson Administrative Directive 2.05-7, Equal Employment Opportunity-Accessibility in Programs and Services (File)
6. City of Tucson Administrative Directive 2.05-8, Equal Employment Opportunity-Discrimination/Harassment Policy and Mediation/Complaint Procedures (File)

Self Review: **MET**

4.1.4 Selection Process

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

The City of Tucson’s Human Resources Department is charged with the recruitment and selection procedures, which are set forth in the Human Resources Civil Service Rules and Regulations, City of Tucson Administrative Directives 2.02-12A Employment Practices, Civil Service Open Competitive Recruitment, Examination and Appointment and Civil Service Commission Rules and Regulations Manual, Rules III., IV., and V.

TPRD staff work closely with the City’s Human Resources Department in adhering to the

procedures. TPRD Chief Administrator identifies specific needs, determination of skills and the personal attributes required for positions and the selection of personnel. The City of Tucson's Civil Service Commission Rules and Regulations explain the entrance and promotional recruitment process and how applicants are certified to Departments.

Evidence of Compliance:

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

Self Review: 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.

TPRD's objective is to recruit, select, and hire the most experienced, qualified, and best-matched applicants for employment. The City's Human Resources Department verifies applications and/or credentials to assure that the minimum qualifications, abilities, and experiences are met. Human Resources staff request copies of college degrees, licenses and/or certifications from applicants, as deemed necessary. Human Resources staff reviews candidate applications for any civil or criminal record. If the candidate answers "yes", Human Resources staff verify how recent and type of infraction for assessment regarding suitability for position.

The City of Tucson Human Resources Department handles criminal history background checks for incoming employees. TPRD requires all employees (including non-perms and volunteers) coming into contact with minor children be fingerprinted along with a criminal background check prior to hiring (Parks and Recreation Procedure and Regulation Manual, Procedure #13.1 Employee Background Checks).

Evidence of Compliance:

1. City of Tucson Human Resources Civil Service Commission Rules and Regulations, Rule III, Section 6 Qualifications of Applicants and Section 7, Disqualification of Applicants (File)
2. TPRD Procedure and Regulation Manual, Procedure #13.1 Employee Background Checks (File)

Self Review: MET

4.1.6 Employee Benefits

Standard: There should be an established employee benefits plan.

The City of Tucson's employee benefit package is administered through the Human Resources Department. Employment Compensation is detailed in the City's Administrative Directives 2.01-1 through 2.01-17. Upon acceptance of an offer of employment, new employees are required to attend a formal two-day orientation program administered by the Human Resources Department during which employee benefits are fully discussed. These benefits include, but are not limited to, the following:

- Holiday Policy
- Vacation Leave
- Sick Leave
- Family and Medical Leave and Parental Leave
- Tuition Reimbursement
- Deferred Compensation Program
- Health, Dental and Life Insurance Plans
- Retirement
- Employee Assistance Program

All City of Tucson employees receive annual updates on health and dental insurance plans during open enrollment dates. Updates on other benefits are provided as they occur and/or necessary.

Evidence of Compliance:

1. City of Tucson Administrative Directive, Compensation Administration-General Policies 2.01-1 (File)
2. City of Tucson Administrative Directive Holiday Policy, 2.01-6 (File)
3. City of Tucson Administrative Directive Vacation Leave, 2.01-7A (File)
4. City of Tucson Administrative Directive Sick Leave, 2.01-7B (File)
5. City of Tucson Administrative Directive Family and Medical Leave and Parental Leave, 2.01-7C
6. City of Tucson Administrative Directive, Tuition Reimbursement Program, 2.01-1I (File)
7. City of Tucson Human Resources Employee Benefit Information (File)
8. City of Tucson Health and Retirement Information (File)
9. City of Tucson Deferred Compensation Information (File)

Self Review: **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.

To best serve the Tucson community, TPRD is aligned into three distinct geographic districts: Northwest District, Southwest District, East District as well as the Zoo and Reid Park Operations (ZARPO) and Tucson City Golf. Each of the Districts is lead by a Parks and Recreation Administrator, staffed with Parks and Recreation Superintendents, Parks and Recreation Supervisors, Recreation Coordinators, Customer Service Clerk, Secretary, Senior Account Clerk, and lead park maintenance staff. ZARPO has two Curators and one Superintendent and Tucson City Golf is lead by one Deputy Director, one Administrator and one Superintendent. Recruitment, professional development, performance review and discipline procedures are practiced.

TPRD ensures adequate supervision of all staff members using a chain-of-command approach. The Director supervises the two Deputy Directors and the respective Deputy Directors supervise departmental middle management/supervisory positions. Employees in clerical, technical, skilled and field positions are supervised by middle management/supervisory positions.

The Director holds (1) monthly staff meetings with the Department's Leadership Team (Deputy Directors and Administrators), (2) Executive Team (Deputy Directors), and with (3) Management staff (Deputy Directors, Administrators, Superintendents, and management services staff). Additionally, the Director meets monthly with the Capital/Planning Unit staff. District Administrators also hold weekly meetings with their Superintendents and Supervisors and quarterly meetings with all district staff.

East District Meetings:

- Weekly Team Management meeting and includes administrator, supervisors, superintendents, and secretary
- All District Information Meeting is held every eight weeks and includes all Civil Service employees
- Parks Projects' Meeting is held every second Friday and includes administrator, superintendents, supervisors, and secretary
- KIDCO Staff Meetings are held every Tuesday and attended by KIDCO supervisor, coordinators, and non-permanent staff (site leaders)

Tucson City Golf Meetings:

- Golf Course Pro Shop staff meet monthly
- Golf Course Maintenance Staff meet monthly

Northwest District Meetings:

- All District Meetings are held quarterly and include all civil service employees
- Leadership Team Meetings are held every eight weeks and includes administrator, superintendents, supervisors, and coordinators
- Recreation Center Supervisors meetings are held every other week and includes administrator, superintendents, recreation supervisors
- Park Maintenance Meetings are held every other week and include administrator, superintendents, park maintenance supervisors and lead staff
- Supervisor and Coordinators meet weekly with KIDCO staff
- Lifeguard Training classes are held 7 to 8 per year
- Water Safety Instruction classes are held 3-4 times per year

Southwest District Meetings:

- District staff meetings held monthly;
- Administrator/Superintendents meet weekly or as needed
- Superintendents/Parks Supervisors meet bimonthly
- Superintendents/Recreation Supervisors meet bimonthly
- Supervisors and Coordinators meet monthly
- General Parks Staff meet monthly
- Individual Centers and Unit staff meetings are held bimonthly, or as needed
- Supervisor and Coordinators meet weekly with KIDCO staff

Zoo and Reid Park Administration Meetings:

- All District staff meetings are quarterly
- Zoo All Staff meetings are biweekly
- Zoo Supervisory meetings are biweekly
- ZARPO Management meetings are monthly

The City of Tucson Human Resources Department holds supervisory core series training as well as other related classes throughout the year. These training sessions cover disciplinary actions, customer service training, sexual harassment, and various other topics. Class listings are

available online and registration is processed online at City of Tucson Employee University.

Evidence of Compliance:

1. Parks and Recreation Overall Department Organizational Chart (File)
2. Parks and Recreation Organizational Chart by District (File)
3. Sample Administrative staff meeting agenda (File)
4. Sample agendas from various supervisory meetings (File)
5. Sample performance evaluation (File)
6. City of Tucson Human Resources Department Class Offerings (File)
7. Administrative Directive 2.02-13 Employee Performance Appraisal (File)
8. Work Improvement Plan (File)

Self Review: **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.

City of Tucson employees' salaries are authorized by the Mayor and Council and implemented by the City's Human Resources Department. Salaries follow the salary schedule set forth in the annual Compensation Plan for all positions. The Compensation Plan is based on position classifications and provides for differentiation between positions, uniform percentage increases between classes and positions as well as room within the ranges for recognition of superior performance. The Plan also delineates the pay differential within and between positions and/or compensation levels for those with special skills, etc.

All requests to have a position reviewed/evaluated by the Human Resources Department must follow the guidelines set forth in the "Procedure for Requesting Classification Reviews". This request must be submitted in writing along with a current job description and a completed job analysis questionnaire form.

Evidence of Compliance:

1. City of Tucson Compensation Plan 2010 and Ordinance 10675 (File)
2. City of Tucson Human Resources Procedures for Requesting Classification Reviews – FY 09 (File)
3. City of Tucson Administrative Policy #211A, Procedure to Request Reclassification/Reorganization (File)
4. City of Tucson Administrative Policy #211B, Job Description Questionnaire (File)

Self Review: **MET**

4.1.9 Performance Evaluation

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

TPRD Civil Service employees receive an annual performance evaluation. Each supervisor conducts a one-on-one discussion with each of their staff members that they supervise and includes last year's completed evaluation as a reference and comparison tool for the process. Supervisors communicate with employees on an as needed basis throughout the year on performance issues. Reminder notices of evaluation due dates are provided by the District Senior Account Clerk.

Each staff member receives a performance evaluation annually. Evaluations provide feedback on various performance levels. The immediate supervisor prepares and signs the employee's evaluation. The evaluation is then routed to the appropriate Superintendent and Administrator. The final review and signature obtained is from the Director. Employee annual performance evaluations are prepared with objectivity and fairness in mind. At the meeting between the supervisor and employee, the employee is given a copy of their performance evaluation to read before discussion begins. Employee input is valued and welcomed at the session. Once final review/discussion is completed, the evaluation form is signed by the employee, supervisor and district administrator and the employee receives a signed copy of their evaluation. After all signatures are obtained, the original evaluation form is mailed to the Human Resources Department and a copy kept in the Department's personnel files.

The City of Tucson Administrative Directives requires supervisory staff prepare performance evaluations of all probationary employees at the end of each six month period prior to the conclusion of the year's probationary period in an effort to communicate to the employee their strengths and/or weaknesses. At this time, the supervisor or the employee has the option of terminating employment.

New hires serve a one-year probationary period as established in the City of Tucson Civil Service Commission Rules and Regulations, Rule VII, Probationary Period. When first hired, the employee's supervisor establishes goals to be reached by the end of the probationary period. An evaluation is completed at mid probation and at the end of the probationary period to document the employee's successful completion of probation or the reason why the employee did not complete probation.

Evidence of Compliance:

1. City of Tucson Administrative Directive, Employee Performance Appraisal 2.02-13 (File)
2. City of Tucson Civil Service Commission Rules and Regulations, Rule VII. Probationary Period (File)
3. TPRD Procedure #13.9 Personnel Evaluation Process (File)
4. City of Tucson Personnel Roster Report (File)
5. City of Tucson Personnel Evaluation Sample (File)

Self Review: 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.**

The City of Tucson's Civil Service Rules and Regulations are adhered to during the process of filling city-wide vacancies. Department employees are encouraged to apply for vacant positions, if they meet the minimum qualifications. Employees are instructed to view the Human Resources website for job opening announcements. When job openings occur within the Department, staff works closely with the Human Resources Department in establishing the skills, knowledge, and abilities required for the position. If a Departmental promotional/lateral opportunity becomes available, an email is sent to "All Parks" informing staff of the opening. The Department's workforce is encouraged to stay motivated and grow with the organization.

Evidence of Compliance:

1. City of Tucson Civil Service Rules and Regulations, Rule III – Applicant Evaluations, Section 2, Promotional Recruitments and Applicant Evaluations (File) and

2. City of Tucson Civil Service Rules and Regulations, Rule III – Applicant Evaluations, Section 3, Non Competitive Promotions (File)
3. City of Tucson Civil Service Commission Rules and Regulations, Rule IV – Establishment of Employment Lists and Their Use, Section 1, Entrance and Promotional Lists (File)
4. City of Tucson Civil Service Commission Rules and Regulations, Rule III – Applicant Evaluations, Section 4, Notices of Recruitments (File)
5. City of Tucson Civil Service Commission Rules and Regulations, Rule VII – Probationary Period, Section 4. Promotions During Probationary Period (File)
6. City of Tucson Administrative Directive, 2.02-1, Certification of Equal Employment Opportunity (File)
7. City of Tucson Administrative Directive, 2.02-12A; Civil Service Open Competitive Recruitment, Examination, Certification and Appointment (File)
8. City of Tucson Human Resources Department Job Openings website at: <http://www.tucsonaz.gov/sigma/JobListings.aspx> or listing (File)

Self Review: **MET**

4.1.11 Disciplinary System

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

The City of Tucson Human Resources Department oversees the disciplinary system in accordance with the Civil Service Commission Rules and Regulations and City of Tucson Administrative Directives. Inappropriate behavior warranting disciplinary steps are outlined in the City’s Administrative Directives under the section entitled “Employment Practices”. The City of Tucson’s Code of Ethics and Rules of Conduct for Employees handbook is distributed at new employee orientation. Additionally, Human Resources offers a class entitled Supervisory Core Series, which includes a four-hour session on Ethics. Below is a partial list of such behavior:

- Incapacity, due to a mental or physical disability, to perform required job duties
- Drinking while on duty
- Immoral conduct
- Conduct unbecoming an employee in the public service, during or outside working hours
- Dishonesty
- Fraud in securing appointment; shall include any false statements made in the application of the employment
- Neglect of duty
- Insubordination
- Negligence, waste, or damage of public property, supplies or equipment
- Absence without leave or authorization
- Addiction or use of narcotics or other habit forming drugs
- Conviction of criminal act involving moral turpitude
- Violation of Tucson Code or Civil Service Commission rules and/or regulations and anything sufficiently irregular to justify suspension, removal, or discharge

Evidence of Compliance:

1. City of Tucson Administrative Directive, Employment Practices, 2.02-16 Disciplinary Review Process (File)
2. City of Tucson Civil Service Commission Rules and Regulations, Rule IX – Suspensions, Demotions, Discharges, and Resignations (File)
3. City of Tucson Code of Ethics and Rules of Conduct for Employees Brochure (File)
4. City of Tucson Administrative Directives 2.02-4 Reporting Wrongful Conduct (File)

5. City of Tucson Administrative Directives 2.02-5, Rules of Conduct (File)
6. City of Tucson Administrative Directives 2.02-10 Nepotism (File)
7. City of Tucson Administrative Directives 2.02-14, Ethics and Conflict of Interest (File)
8. City of Tucson Administrative Directives 2.02-22 Drug and Alcohol Abuse; Impaired Employees; Physical Evaluation Testing (File)

Self Review: MET

4.1.12 Grievance Procedures

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

The City of Tucson Human Resources Department manages the process for the grievance procedure set forth in the Administrative Directives. The Administrative Directive identifies grievable matters, timelines for filing or presenting the grievance; steps of the grievance process; and provides the necessary forms. Employee information can be found on the Employee Intranet, which provides a complete listing of City Policies and Directives such as the Administrative Directives, Civil Service Rules and Regulations, etc.

Grievance Procedures are also included in the City of Tucson's unions (AFSCME and TACE) collective bargaining agreements.

Evidence of Compliance:

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

Self Review: MET

4.1.13 Termination and End of Employment

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

The City of Tucson defines the policies and procedures for termination of employment via the Civil Service Rules and Regulations and Administrative Directive that are available to all employees through the City's Website.

Evidence of Compliance:

1. City of Tucson Administrative Directive 2.02-16 Disciplinary Review Process (File)
2. Civil Service Commission Rules and Regulations, Rule VII, Probationary Period, Section 3, Discharges and Terminations during Probationary Period (File)
3. Civil Service Rules and Regulations, Rule IX, Suspensions, Demotions, Discharges, and Resignations, Section 2, Other Suspensions, Demotions, and Discharges of Permanent Employ (File)
4. City of Tucson Administrative Directive 2.02-2, Grievance Procedure (File)
5. City of Tucson Administrative Directive 2.02-7 – Layoff Procedure (File)

Self Review: MET

4.2 Staff Qualifications ★

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

TPRD employs professional staff with various educational backgrounds. The Department employs a total of 387 fulltime and approximately 261.5 non-permanent positions. All staff must meet the minimum qualifications for their position, according to the classification specification. An operation as broad as TPRD requires a collection of individuals, experience, education and backgrounds in areas as diverse as administration, finance, equipment operation, horticulture, irrigation, pesticides, CDL's, public wellness, community dynamics, aquatics, and leisure class services. Staff takes advantage of professional development opportunities to enhance job knowledge and skills as well as for certifications.

The City of Tucson's Human Resources Department maintains all city-wide job descriptions online. The job descriptions outline the duties, responsibilities, knowledge, skills and abilities required for every position. All staff members have access to these job descriptions, and supervisory/managerial staff reviews the job descriptions to maintain accuracy and to recommend upgrades/changes as needed for the Department to have the qualifications, experience and education necessary to meet the objectives.

Evidence of Compliance:

1. Parks and Recreation Organizational Chart (File and Library)
2. 2010 Job Class Summary Report (File)
3. Job Descriptions by position (Library)

Self Review: 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.

All positions have a job description that indicates the overall functions, duties and responsibilities, education and experience required for the job. The City of Tucson completed a Comprehensive Position Questionnaire on each position within the City in 2001 to ensure all positions had an independent analysis of core functions. The data was then analyzed and compared with like positions throughout the industry to ensure pay was within the market range that was competitive and internally equitable. Job Descriptions are available online and in the Accreditation Library.

Evidence of Compliance:

1. The Waters Consulting Group (Library)
2. TPRD Job descriptions (Library and online) <http://www.tucsonaz.gov/sigma/InfoListings.aspx>
3. City of Tucson 2010 Compensation Plan (File)
4. City of Tucson – Tucson Code, Article II. Compensation Plan, Section 10-31 (File)
5. Reclassification Request Procedures - Tucson Code, Chapter 10 Civil Service-Human Resources, Article 1, Section 10-8, Procedures for Classification Review (File)
6. City of Tucson Human Resources - Procedures for Requesting Classification Reviews – FY-09 (File)
7. District organization charts (File)

Self Review: 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.

Fred H. Gray, Jr. is the Director of the City of the Tucson Parks and Recreation Department. In this position, Mr. Gray reports to the City Manager and/or Deputy City Manager. Along with a Bachelor's degree in Parks and Recreation Administration, Mr. Gray is a Certified Park and Recreation Professional (CPRP) with over thirty-five (35) years of experience in the field of parks and recreation. He is an active member of the National Recreation and Parks Association and the Arizona Parks and Recreation Association.

Evidence of Compliance:

1. Director's Job Description and Resume (File)
2. Director's College Diploma (File)
3. Director's CPRP Certification (File)

Self Review: MET

4.5 Physical Examination

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

City of Tucson employees are required to have a physical examination for all positions upon being hired. In addition, employees who maintain a Commercial Driver's License (CDL) are required to take a physical upon renewal of the license, every five years depending on Arizona and Federal Law and are subject to expanded drug testing prescribed by directive and State and Federal Laws. Administrative Directive 2.01-7 – Employee Leaves, also gives direction on return-to-work examinations, medical clearances, Family Medical Leaves and extended sick leaves.

Evidence of Compliance:

1. City of Tucson, Civil Service Commission Rules and Regulations, Rule III, Applicant Evaluations, Section 13, Physical and Medical Examinations, page 8 (File)
2. 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 (File)
3. TPRD Procedure and Regulations Manual - #13.6 Certified Driver License (CDL) Position Hiring (File)
4. State of Arizona Department of Transportation Motor Vehicle Division – CDL Manual at
5. <http://www.azdot.gov/mvd/CDLManual.asp> (and partial copy in file)

Self Review: MET

4.5.1 Workforce Health and Wellness

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

The City of Tucson's Health and Wellness Program consists of wellness workshops for employees. The Wellness Program educates employees about positive, healthy lifestyle choices to benefit and improve their quality of life through nutrition and exercise. One of the City of Tucson's newest wellness program is the Warm Up to Work and 10,000 Steps A Day.

Evidence of Compliance:

1. City of Tucson Live Well Be Well home page (File)
2. Live Well Be Well Team Members (File)
3. Warm Up to Work Program (File)
4. 10,000 Steps A Day Program (File)
5. We Be Well – Wellness News(File)
6. The Mayor’s Global Alliance for Community Wellness at www.mayorsglobalalliance.org (File)
7. Activate Tucson at www.activatetucson.org (File)

Self Review: MET

4.6 Orientation Program

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

New City of Tucson employees are required to attend a two-day orientation program administered by the Human Resources Department. This program is conducted once a month as needed depending on the number of new employees hired. Human Resources’ Employee Orientation covers the following topics:

- Overview of the City of Tucson organization
- Civil Service Rules and Regulations
- Employee Handbook,
- Governing documents,
- Employment categories,
- Equal Opportunity Employer, discrimination, ADA, harassment, workplace violence prevention,
- Promotions
- Fitness-for-duty
- Drug Free Workplace
- Other employment
- Residency requirement
- Hours of work; Overtime, Attendance and Tardiness
- Leaves of absence
- Performance evaluations
- City expectations; procedures for communication, problem resolution
- Grievance
- Resignation and Exit Interview
- Pay and Benefits
- Employee Responsibilities.

Evidence of Compliance:

1. City of Tucson Human Resources Department New Employee Welcome and Orientation Checklist Manual (File)
2. TPRD New Employee Welcome Letter (File)
3. TPRD New Employee Orientation Checklist (File)
4. TPRD New Employee Department Orientation Notebook (File)
5. TPRD New Employee Sponsor Roles and Responsibilities (File)
6. TPRD Youth and Teen Recreation Programs Employee Handbook (File)

Self Review: 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.

TPRD staff attends various classes or seminars for job-related certification or training. Some of these classes are listed below:

- The City's Information Technology Department contracts with Total Training Solutions to offer computer workshops for job related software. These workshops allow employees to gain software knowledge and enhance their computer skills. Some of the classes offered are: GroupWise, Word, Excel, Access, PowerPoint, Crystal Reports. The Department's System Analyst also provides employee training for the Class system which is used for facility bookings and Class Registration.
- The year-round aquatics program has an extensive American Red Cross Certification program for lifeguards and swim instructors. Once certified, staff members attend an in-service training session consisting of reviewing city policies, uniform requirements, emergencies, schedules, attendance, pay days, accidents, legal issues, and other items. This is conducted by the permanent aquatics staff.
- The City of Tucson's Central Safety Services-Human Resources offers employee safety training classes for driving of City vehicles; CPR/First Aid classes; and Occupational Safety and Health Administration (OSHA).
- City of Tucson Human Resources offers various classes to employees through the COTEU (City of Tucson Employee University).
- International Society of Arboriculture Certification – management fully supports attendance by tree trimmer staff in their effort to renew their Arborist Certification.
- All employees working with youth and/or the seniors population receive the Department's Employee Handbook to the KIDCO Unit; Youth and Teen Programs; Out of School Employees, Recreation Center Staff and Senior Center staff. This is a comprehensive referral guide for employees

The above are some examples of the types of training offered on-the-job for all City employees. TPRD staff is also encouraged to attend training workshops offered by the Arizona Parks and Recreation Association and/or other parks and recreation agencies.

Evidence of Compliance:

1. Total Training Solutions (File)
2. TPRD-Aquatics Unit Hiring Manual for Non-Permanent Staff (File)
3. City of Tucson Central Safety Services-Human Resources (File)
4. City of Tucson Employee University (File)
5. The ISA Certification Credentials: the Right Certification for the Right Job (File)
6. 2009 Participant Manual for Official Rules of Softball ASA (File)
7. TPRD 2009 Spring Softball Rules and Regulations (File)
8. 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)

Self Review: **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.

Tucson Parks and Recreation allocates funding in its annual budget for employee training. Staff is encouraged to attend professional development and training. Employees are made aware of job related training opportunities as well as educational workshops. Employees are encouraged to be proactive in pursuing their education and training. The Department makes every effort to send staff to professional development training, whenever possible. Employees are provided equal access to training and development opportunities.

The City of Tucson's Human Resources oversees the Tuition Reimbursement Program (Administrative Directive 2.01-11). This program provides a means for interested employees to upgrade their skills, work towards a degree, become more efficient at work, and to improve the quality of city services. Reimbursement is limited to \$1,500 per year, or thirty credits/units, whichever comes first, each fiscal year (July 1-June 30).

The City of Tucson pays all justified travel expenses for job-related workshops and/or training for its employees. Attendance at conferences or other professional development is determined by the amount of funds that are made available through the budget process. It is in the best interest of the City of Tucson to provide every opportunity for staff to attend professional development seminars. Administrative Directive 3.03-1, Travel Authorization and Expenses Allowance, outlines the maximum amount for reimbursable expenses for city employees who travel on official-city business. A pre-approval travel request form must be completed at least three weeks prior to the travel date if traveling outside of Pima County.

TPRD staff attends various career development programs throughout the year. Examples of these include, but are not limited to: National Recreation and Park Association (NRPA) Annual Conference, National School Certifications, and Arizona Parks and Recreation Association (APRA) Workshops, Playground Safety, Aquatics, Certified Public Manager (ASU).

Evidence of Compliance:

1. City of Tucson Administrative Directive 2.01-11, Tuition Reimbursement (File)
2. City of Tucson Administrative Directive 3.03-1, Travel Authorization and Expenses Allowance (File)
3. Central Safety Services Human Resources (File)
4. Total Training Solutions – Computer Workshops (File)
5. City of Tucson Employee University Classes (File)

Self Review: MET

4.6.3 Succession Planning

Standard: Agencies should 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.

As part of the Accreditation process, TPRD is developing a formal documentation process for succession planning. In the past informal documentation was developed by various in-house committees such as Staff Development Committee, Standards Committee, and the Safety Committee to address employee development, leadership training, and the transfer of knowledge to ensure continuity resulting from retirements. The Staff Development Program includes

information on employee mentoring, job shadowing, job swapping, and skill building. The Department is cognizant of its aging workforce as is evidenced by the numerous retirements the past six years.

Evidence of Compliance:

1. TPRD Succession Planning Process (File)
2. TPRD Staff Development Program (File)
3. TPRD Budget Team Concepts and Actions (File)
4. TPRD Budget Team Meeting Notes FY 2010 (File)

Self Review: **MET**

4.6.4 Professional Organization Membership

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

The Director of Parks and Recreation actively encourages and supports involvement in the Arizona Parks and Recreation Association and the National Recreation and Park Association. Staff is also encouraged to participate in other professional organizations related to specialized job classifications (planning, zoo, and golf). The Department contributes half of an employee's annual membership fees. Additionally, the Department also pays for job related certifications and other qualified professional associations. Below is a comprehensive list of the Department's professional associations and positions held within the organizations:

TPRD staff:

- Fred H. Gray, Jr. (CPRP) – National Recreation and Parks Association Member, Chair – Pacific Southwest Regional Council in 2010, Arizona Parks and Recreation Association Member, North Carolina Recreation and Parks Association Member
- John R. Sefton Jr. (CPRP) – National Recreation and Parks Association Member, Arizona Parks and Recreation Association Member
- Mike Hayes, Professional Golf Association (PGA) Member - President of the Southern Chapter Southwest Section PGA and board member of Southwest Section PGA
- Jim Conroy, Arizona State University-Certified Public Manager (2004); National Recreation and Parks Association Member; Arizona Parks and Recreation Association Member –Past State Conference Committee Member; National Parks and Recreation Association Pacific Southwest Maintenance Management School Graduate
- Midge Irwin, Certified Public Manager (2007); Arizona Parks and Recreation Association Member – Past State Conference Committee Member
- Glenna Emslie, Arizona Parks and Recreation Association Board of Directors, Maintenance Professionals Branch Chair (2008-present); National Parks and Recreation Association Member National Parks and Recreation Association Pacific Southwest Maintenance Management School Graduate
- Liz Baechler, Youth Development Coalition Member – 8 years; Arizona Center for Afterschool Excellence Member – 4 years; Kids Club Committee partnered with Community Food Bank – 1 year
- Brenda Leflohic, Arizona Center for Afterschool Excellence Member – 4 years; Kids Club Committee partnered with Community Food Bank – 1 year
- Terry Nierzwicki, Arizona Center for Afterschool Excellence Member – 4 years; Kids Club Committee partnered with Community Food Bank – 1 year

- Lisa Sommer, Arizona Parks and Recreation Association Member – Past State Conference Committee Member; National Parks and Recreation Association Pacific Southwest Maintenance Management School Graduate
- Charles Ervin, Arizona Parks and Recreation Association Member – Past State Conference Committee Member; National Parks and Recreation Association Member; Certified Parks and Recreation Professional (CPRP)
- Donna Trujillo, Arizona Parks and Recreation Association Member
- Rachael Simon, Arizona Parks and Recreation Association Member
- Kara Vathauer, Aquatics Water Safety Instructor/Professional Lifeguard Certification
- AJ Rico, Arizona Parks and Recreation Association Member – Past State Conference Chair/Certification Co-Chair; Certified Parks and Recreation Professional (CPRP)
- Dawnee Rios, Arizona Parks and Recreation Association Member
- Vince Valles, Arizona Parks and Recreation Association Member
- Stephanie Johnson, Arizona Parks and Recreation Association Member
- Scott Renfrow, Arizona Parks and Recreation Association Member
- Marcia Chapman, Arizona Parks and Recreation Association Member; Arizona Office of Pest Management - Licensed Pesticide Applicator
- Al Robles, Sports Turf Managers Association/Arizona Sports Turf Managers Association Member; National Parks and Recreation Association Pacific Southwest Maintenance Management School Graduate
- Mike Hughes, Arizona Parks and Recreation Association Member; Arizona Office of Pest Management - Licensed Pesticide Applicator
- Gary Gerbig, National Playground Safety Inspection Certification
- Chester Manning, International Society of Arboriculture – Certified Arborist; Arizona Parks and Recreation Association Member
- Daniel Garcia, International Society of Arboriculture – Certified Arborist
- David Hitt, Arizona Parks and Recreation Association Member
- Estevan Murguia, Arizona Parks and Recreation Association Member
- Gabriel Molina, Arizona Parks and Recreation Association Member
- Alberto Sanchez, Arizona Parks and Recreation Association Member
- Lance Nelson, Arizona Parks and Recreation Association Member
- Daniel Miranda, Arizona Parks and Recreation Association Member
- Doug Wright, Arizona Office of Pest Management - Licensed Pesticide Applicator
- Ron Odell, National Parks and Recreation Association Member; Arizona Parks and Recreation Association Member; Certified Public Manager
- Wayne Barnett, National Parks and Recreation Association Member; Arizona Parks and Recreation Association Member
- Teri Mendez, Arizona Parks and Recreation Association Member
- Manny Mendez, Arizona Parks and Recreation Association Member
- Matt Crumbley, Arizona Parks and Recreation Association Member; Arizona Structural Pest Control Commission Applicator License
- Pam Drake, PGA Member, Head Pro Randolph Golf Course
- Tom Tatum, PGA Member, Head Pro Fred Enke Golf Course (Honorary President) Southern Chapter Southwest Section PGA
- Paul Ninin, PGA Member, Head Pro Silverbell Golf Course
- James Goodwill, PGA Member, Head Pro El Rio Golf Course
- Rogers Monomer, PGA Member, Assistant Pro at Fred Enke Golf Course

- Peter Federal, PGA Member, Assistant Pro at El Rio Golf Course
- Joe Delvecchio, PGA Member, Assistant Pro at Silverbell Golf Course
- Robert Spikes, PGA Member, Golf Administrator
- Sean Replinger, PGA Apprentice, Assistant Pro at Randolph Golf Course
- Brent Newcomb, Golf Course Superintendent Association and Cactus and Pines
- Dave Herman, Golf Course Superintendent Association and Cactus and Pines
- Sean Nicholson, Golf Course Superintendent Association and Cactus and Pines
- Tim Brady, Golf Course Superintendent Association and Cactus and Pines
- Ray Boyce, Golf Course Superintendent Association and Cactus and Pines

Evidence of Compliance:

1. Arizona Parks and Recreation Association Membership (File)
2. National Parks and Recreation Association Membership (File)

Self Review: **MET**

4.7 Volunteer Management

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

TPRD welcomes volunteers throughout the year. TPRD advertises volunteer opportunities in its quarterly published Program Guide and Class Catalog. Special emphasis is placed on volunteer recruitment for the summer months. Depending on where the volunteer is placed, supervision is coordinated through the onsite recreation supervisors and/or recreation coordinators. The respective District staff is responsible for the management of their volunteers.

Evidence of Compliance:

1. Tucson Parks and Recreation Volunteer Information Manual (File)
2. Tucson Parks and Recreation Internship Manual (File)
3. TPRD Procedure and Regulation Manual, Section 13 Personnel, 13.2 Volunteers and Community Service Workers (File)

Self Review: **MET**

4.7.1 Utilization of Volunteers

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

TPRD offers various volunteer opportunities throughout its five districts. Supervisors/Coordinators are responsible for coordination of volunteers in their respective districts. TPRD employs Interns in paid and/or unpaid positions. These interns are usually hired in conjunction with the University of Arizona's requirement for a specific assignment. Internship positions are provided in a variety of recreation areas, e.g., seniors programs or afterschool recreation, sports, visual arts, etc.

TPRD staff have also developed a Volunteer Program manual to address questions or problems with volunteers or community service workers. This is a reference guide for employees

The Jr. Leadership Program focuses on providing teens with experience aimed at improving leadership skills, building self-esteem, and preparing them for future employment. Adult volunteers are also utilized at various sites, recreation centers, Reid Park Zoo, and special events.

The Department's Aquatics Unit offers a Jr. Lifeguard/WSI Aide Volunteer Program during the summer months. Jr. Lifeguard/WSI Aides ages 13 to 17 years old assist the Water Safety Instructors with swim lessons, expand their knowledge of lifeguarding, gain leadership skills, and build self-esteem. The program is an excellent way to obtain pre-employment skills in the field of aquatics.

Reid Park Zoo utilizes Docents and Teen Volunteers as volunteer educators. Docents and teen volunteers work on Zoo grounds, educating guests about wildlife and conservation issues. Docents must be 18 years of age or older and must attend an 8-week training course offered once or twice a year. Reid Park Zoo teen volunteers must be 13 to 18 years of age and must attend a one-week training course offered once a year in June. However, teen volunteers must be willing to commit to volunteering for at least one year (June-May).

Tucson Parks Foundation was established in 1988 and has a long and successful history as a partner and support of the TPRD. Since its inception, the Tucson Parks Foundation has donated more than \$3 million from various fundraising efforts and thousands of volunteer hours to improve TPRD facilities in Tucson.

TPRD Commission is a volunteer advisory Commission to the Mayor and Council. There are seven members on the Commission appointed by and representing the Mayor's Office and six Council Members. The Commission meets monthly and serves as liaison to the Mayor and Council in Parks and Recreation issues.

The Tucson Greens Committee is a volunteer advisory group that addresses golf course issues such as green fees, agronomy, pace of play, tournaments, etc. and assists the Department in making recommendations to Mayor and Council. This Committee is made up of Mayor and Council appointees plus two members appointed by the TPRD Director.

The Tucson Rodeo Grounds/Parade Citizens' Oversight Committee is another citizens' volunteer advisory group that assists the Department with issues related to the Tucson Rodeo Parade and/or Rodeo Grounds. Mayor and Council appoint two members each to the Committee.

Tucson Clean and Beautiful, a non-profit corporation, was established in 1984 primarily to assist City and County governments in resolving the litter problem in our community. Tucson Clean and Beautiful implemented the Adopt A Park, Adopt A Street, and Adopt A Wash Programs, in an effort to maintain Tucson's environment. TPRD partners with Tucson Clean and Beautiful staff in executing the Adopt A Park Program through volunteerism efforts.

Evidence of Compliance:

1. TPRD Internship Manual (File)
2. TPRD Volunteer Program Information Manual (File)
3. TPRD Teen Volunteers/Jr. Leadership Program Information (File)
4. TPRD Jr. Lifeguard/WSI Program Information (File)
5. Reid Park Zoo Docent Program and Teen Volunteer Information (File)
6. Tucson Parks Foundation Membership Form (File)
7. TPRD Commission Member Roster (File)
8. Tucson Greens Committee Member Roster (File)
9. Tucson Rodeo Grounds/Parade Citizens' Oversight Committee Roster (File)

10. TPRD Procedure and Regulation Manual, Section 13 - Personnel, 13.2 Volunteers and Community Service Workers (File)
11. Tucson Clean and Beautiful Information (File)

Self Review: 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.

TPRD invites volunteers on its home website page and in its quarterly published Program Guide and Class Catalog. TPRD's home page lists Job/Volunteer Opportunities. Depending on where the volunteer is placed, supervision is coordinated through the onsite Recreation Supervisors and/or Recreation Coordinators. The respective District staff is responsible for the orientation and training of their volunteers. Interviews are arranged and conducted by a staff panel on an as needed basis. Selected volunteers/individuals are provided with an orientation at the specific work site and supervision by onsite staff. Additionally, all volunteers that will be working with children are fingerprinted. Staff encourages teen volunteers to continue volunteering and gain work experience until he/she reach the age of 16 which is the legal age that they may become paid youth workers with TPRD.

At times, community agencies with a large number of volunteers approach the Department about volunteer opportunities. Individuals may request to volunteer for a special event or on an ongoing basis with the Department.

Evidence of Compliance:

1. TPRD Job/Volunteer Opportunities (File)
2. TPRD Volunteer Program Manual (File)
3. TPRD Jr. Leadership Program Training Packet (File)
4. TPRD Adult Leadership Training Packet (File)
5. Reid Park Zoo Volunteer Information (File)
6. TPRD Procedure and Regulation 13.1, Employee Background Checks (File)

Self Review: MET

4.7.3 Supervision and Evaluation

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

Selected volunteers are monitored and supervised by Civil Service staff at the specific work site. Teen volunteers are assigned a mentor at their site. Volunteers are asked to complete the Youth Behavior Agreement form, which summarizes the rules and consequences of unacceptable behavior. Site mentors complete Observation Sheets and Performance Evaluations on their volunteers. Volunteers are also asked to complete the Volunteer Hours Log to keep track of the dates and hours they volunteer.

Evidence of Compliance:

1. TPRD Jr. Leadership Program Mentor Responsibilities Checklist (File)
2. TPRD Volunteer Youth Behavior Agreement Form (File)
3. TPRD Jr. Leadership Observation/Performance Evaluation (File)
4. TPRD Volunteer Hours Log (File)
5. TPRD Letter of Agreement of Volunteer Programs (File)

Self Review: **MET**

4.7.4 Recognition

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

The Department shows volunteers appreciation by issuing them Certificates of Appreciation and/or thank you letters.

Evidence of Compliance:

1. TPRD Certificate of Appreciation for Volunteers (File)
2. TPRD Letter documenting Volunteer Hours (File)
3. Reid Park Zoo Docent Recognition Dinner (File)

Self Review: **MET**

4.7.5 Liability Coverage

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

The City of Tucson operates under self-insurance for General Liability. Both employees and volunteers are covered if they are in their scope of duties for negligence.

Evidence of Compliance:

1. Letter from Joel Peterson, City of Tucson Risk Manager (File)

Self Review: **MET**

4.8 Consultants and Contract Employees

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

TPRD hires contract employees as Sports Officials. All contractual employees are required to complete a contract, which lists the dates worked, number of hours or lessons worked, rate of pay, and signed by the contractual employee. Contract employees must comply with all Department rules and regulations.

Consultant services are frequently procured for professional services such as planning, feasibility and marketing studies, engineering services, architect services, and landscape architecture services. These services are used on an as needed basis to assist, augment or enhance the capabilities of existing staff. The City of Tucson's Procurement Department uses a bid process to secure these services.

Evidence of Compliance:

1. TPRD Sports Official Contract (File)
2. City of Tucson Procurement Department Job Order Contracting Guidelines (File)
3. City of Tucson Architecture and Engineering Contracts Division Document (File)

Self Review: **MET**

SECTION 5.0

FINANCIAL MANAGEMENT

5.1 Fiscal Policy

5.1.1 Fees and Charges

5.1.2 Acceptance of Gifts and Donations

5.1.3 Governmental Grants

5.1.4 Private, Corporate, and Non-Profit Support

5.2 Fiscal Management Procedures

5.2.1 Authority and Responsibility for Financial Management

5.2.2 Purchasing Procedures

5.2.2.1 Emergency Purchase Procedures

5.3 Accounting System

5.3.1 Financial Status Reports

5.3.2 Position Authorization

5.3.3 Fiscal Control and Monitoring

5.3.4 Independent Audit

5.4 Annual Budget

5.4.1 Budget Development Participation

5.4.2 Budget Recommendations

5.5 Budget Control

5.5.1 Supplemental/Emergency Appropriations

5.5.2 Inventory and Fixed Assets Control

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.

The Tucson City Code includes Chapter XIII, “Finance and Taxation.” This chapter 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. Two other chapters in the code (Chapter 12A and Chapter XXIX) relate specifically to the qualifications and responsibilities of the Finance Director.

The City of Tucson and all of its departments maintain a strong policy of fiscal responsibility and accountability, as evidenced by the “Certificate of Achievement for Excellence in Financial Reporting” for the past 26 fiscal years.

Evidence of Compliance:

1. City of Tucson Municipal Code, Chapters XIII, 12A, and XXIX. (File)
2. City of Tucson Budget Instruction Manual (File)
3. City of Tucson Capital Budget Manual (File)

Self Review: 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.

Fees and charges are adopted by Ordinance. TPRD procedure is provided in Chapter 21 of the Tucson Municipal Code. This Chapter authorizes the City Council of the City of Tucson to require the ascertainment and reasonable recovery of costs incurred by the city on services set by City Council Ordinance.

The City’s review process includes a complete and thorough review of all fees as needed to check assumptions for labor costs, materials usage, etc. Additionally, staff proposes fees to be adjusted based on cost recovery as much as possible.

During the review process, staff recommendations are referred to Budget/Finance for further review. Budget/Finance reviews these fees and, together with TPRD, make recommendations to the City Manager and ultimately the City Council for final approval.

On July 7, 2009, the Mayor and Council adopted a pilot program for “User Fee Pricing and Cost Recovery Policy.” Mayor and Council approved the TPRD department-specific pricing policy on January 5, 2010.

Evidence of Compliance:

1. City of Tucson Municipal Code, Chapter 21, Parks and Recreation (File)
2. Mayor and Council Memorandum dated July 7, 2009, User Fee Pricing and Cost Recovery Policy (File)
3. Mayor and Council Communication dated October 14, 2009 – Public Hearing: Tucson City Golf Rate Structure – FY 2010 (File) <http://www.tucsonaz.gov/agdocs/20091014/oct14-09-529.pdf>
4. User fee Pricing and Cost Recovery Policy dated January 5, 2010 (File) <http://www.tucsonaz.gov/agdocs/20100105/jan5-10-15.pdf>

Self Review: MET

5.1.2 Acceptance of Gifts and Donations

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

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.

The City of Tucson/TPRD may receive donations of real property. Depending on the purpose of the real property, it may be accepted without cost to the city. The City Council may delegate the management, operation, maintenance and regulations thereof to the donor or appropriate agency upon terms and conditions set forth by the City Council.

The City of Tucson/TPRD must comply with all State laws.

The City of Tucson will provide evidence to the donor for contributions by way of an actual receipt and/or letter. TPRD provides a receipt for all activities including gift programs such as the Memorial Bench Donation Program.

Evidence of Compliance:

1. City of Tucson Municipal Code Chapter IV, Sec. 1(5) Receipts of Gifts (File and Library)
2. Memorial Tree and or Bench with Plaque - Donation - Procedure and Regulation Manual - Department Regulation 15.21 (File)
3. Administrative Directive 1.04-1 - Intergovernmental Agreements (File and Library) <http://intranet.ci.tucson.az.us/docs/ad/1-04-1.pdf>
4. Administrative Directive 3.05-3 – Financial Participation Agreement, Page 2 Section III #2. (File and Library) <http://intranet.ci.tucson.az.us/docs/ad/3-05-3.pdf>
5. Administrative Directive 4.02-1 - Real Property Acquisition, Lease, Management and Disposition Section II. D. (File and Library) <http://intranet.ci.tucson.az.us/docs/ad/4-02-1.pdf>
6. Tucson Parks Foundation Brochure (File)
7. Dan Felix Memorial Fund Brochure (File)

Self Review: 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.

The City of Tucson applies for and has received a number of grants from other funding sources. Many, if not most, of the grants require matching funds. Matching fund sources have included

Neighborhood Reinvestment Grants through the Department of Neighborhood Resources, Back to Basics funding through Community Services and Mayor and Council offices as well as in-kind services by city crews and volunteers.

Evidence of Compliance:

1. Administrative Directive on Grants 1.04-2 (File and Library)
<http://intranet/docs/ad/1-04-2.pdf>
2. Administrative Directive on Intergovernmental Agreements 1.04-1 (File and Library)
<http://intranet/docs/ad/1-04-1.pdf>
3. Administrative Directive on Financial Participation Agreements, Master Operating Agreements, and Memoranda of Understanding 3.05-3 (File and Library)
<http://intranet/docs/ad/3-05-3.pdf>
4. Grant Application – 1.8.08 – Arizona Department of Environmental Quality – Lakeside Lake (File) <http://www.ci.tucson.az.us/agdocs/20080108/jan8-08-10.pdf>
5. Grant Application – 2.12.08 Heritage Funding Assistance for Juhan Park (File)
<http://www.ci.tucson.az.us/agdocs/20080212/feb12-08-69.pdf>
6. Grant Applications – 7.8.08 to the Tohono O’Odham Nation – Revenue Sharing Program (File) <http://www.ci.tucson.az.us/agdocs/20080708/july8-08-370.pdf>
7. Intergovernmental Agreement with Pima County for the Santa Rita Park Neighborhood Reinvestment Project – 1.6.09 (File) <http://www.ci.tucson.az.us/agdocs/20090106/jan6-09-5.pdf>
8. Summary of Governmental Grants received by the City of Tucson/TPRD for the last five years. (File and Library)

Self Review: 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

TPRD uses a variety of sources for funding programs and capital projects. The department has strengthened its partnerships with non-profits that advocate and conduct fund raising for the Parks and Recreation Department. The Tucson Parks Foundation has donated more than \$3 million to the department through its fund raising efforts since its inception in 1988. The mission of the Tucson Zoological Society is to "Enhance the value of Reid Park Zoo to the Community". The Society actively engages in fund raising to support capital improvements in the zoo, as well as ongoing support for special events and educational programs. Most recently, they partnered with the City of Tucson to build the new LEED Platinum Conservation Learning Center in the Zoo. The Dan Felix Memorial Fund specifically serves to augment all facets of children’s programming within TPRD. TPRD will continue to leverage our park system resources to benefit Tucsonans. Project Examples include but are not limited to:

- Silverlake Soccer Field Lighting Project: There were several funding sources for this project which were comprised of private donations, grant proceeds, cell tower revenue and development impact fees.
- Dan Felix Memorial Fund: Proceeds from this private, non-profit organization provide for free entry into the Reid Park Zoo and a free train ride during the department’s annual Family Fun Festival scheduled annually in November.
- Pima Council On Aging: Nutrition Grant for Seniors

- Pima Council On Aging - Enhanced Fitness and Matter of Balance for Seniors
- Arizona Department of Environmental Quality: Lakeside Lake Water Quality Project
- Arizona Department of Economic Security: Therapeutics Programs

The Department continues on its quest to search for partnerships to further strengthen our community-based programming. Currently, the Parks and Recreation Department has long-standing partnerships with Pima County, the Y.M.C.A., the Boys and Girls Club of Tucson, Tucson Unified School District, Amphitheatre School District, Sunnyside School District, Vail School District, Child and Family Resources, Tucson Pima Library, AZ Special Olympics, Tucson Police Department, Tucson Fire Department, Pima Youth Partnership, Social Service Agencies, Senior Nutrition Program, Tucson Urban League, Tucson Museum of Art, Tucson Pima Arts Council, Arizona Commission for the Arts, Trees for Tucson, and many more.

Evidence of Compliance:

1. Fiscal Year 2010 City of Tucson Capital Improvement Plan (File and Library)
2. Fiscal Year 2010 City of Tucson Adopted Budget (File and Library)
3. Department Committees/Foundation/Society/Associates (File)
4. Civic Contributions Fund 019 Account Balances & Interest Allocation (File)
5. Administrative Directive on Grants 1.04-2 (Library and File 5.1.3 #1)
<http://intranet/docs/ad/1-04-2.pdf>
6. Administrative Directive on Intergovernmental Agreements 1.04-1 (File 5.1.3 #2 and Library) <http://intranet/docs/ad/1-04-1.pdf>
7. Administrative Directive on Financial Participation Agreements, Master Operating Agreements, and Memoranda of Understanding 3.05-3 (Library and File 5.1.3 #3)
<http://intranet/docs/ad/3-05-3.pdf>
8. Tucson Parks Foundation Brochure (File 5.1.2 # 6)
9. Dan Felix Memorial Fund Brochure (File 5.1.2 # 7)

Self Review: **MET**

5.2 Fiscal Management Procedures ★

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

The City of Tucson, Code of Ordinances, Chapter XXIX, dictates that the Finance Director assumes primary fiscal management responsibilities for all departments within the City of Tucson organization. Furthermore, the Director of Finance shall have charge of the administration of the financial affairs of the City and, to that end, he shall have authority to and be required to:

- Maintain a general accounting system for the city in each of its offices, departments and agencies.
- Exercise financial budgetary control over each office, department or agency.

The City of Tucson uses Administrative Directives as a method for providing city management direction to all departments. These directives are applied throughout the City of Tucson organization and are not meant to replace departmental procedures and/or regulation. However, all departments must ensure that ensuing procedures/regulations must not contradict any Administrative Directives.

TPRD adheres to the fiscal management policies as set forth by the Finance Director. A review of the Department's internal policies was conducted and policies were revised to ensure compliance with the City of Tucson, Code of Ordinances and Administrative Directives.

Evidence of Compliance:

1. The City of Tucson, Code of Ordinances, Chapter XXIX, Section 3 (File)
2. Job Description for the Director of Finance (File)
3. Job Description for the Director of Parks & Recreation (File)
4. Share Drive: Committees, Standards Committee, “Updated Policies” (copy of following internal policies in file)
 - 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”
5. The City of Tucson, Administrative Directives (File)
 - 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

Self Review: **MET**

5.2.1 Authority and Responsibility for Financial Management

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

TPRD is required to comply with all City policies and procedures as set forth in the City of Tucson Code of Ordinances, Chapter XXXI, City Charter, and Administrative Directives. Chapter XXXI of the City’s code specifically states that the Director shall be responsible for the installation and maintenance of cost and performance records pertaining to each major program, or activity, under his supervision. As such, the Parks and Recreation Director, together with the Department’s Management Coordinator and other budget/finance staff, are involved in all matters with regard to the coordination, preparation and management of fiscal activity in the department such as budget monitoring and control and review/monitoring of departmental financial information.

Evidence of Compliance:

1. The City of Tucson, Code of Ordinances, Chapter XXXI, Section 2 (File)
2. Job Description for the Director of Parks & Recreation (File)
3. Job Description for Management Coordinator (File)
4. Job Description for Management Assistant (File)

5. Job Description for Staff Assistant (File)
6. Job Description for Administrative Assistant (File)

Self Review: MET

5.2.2 Purchasing Procedures

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

Formal procedures for the purchase of materials, supplies and equipment are set forth in the Tucson Procurement Code. The code states: It is the purpose of The Tucson Procurement Code to:

1. Simplify, clarify, centralize, and modernize the law governing procurement by the City.
2. Permit the continued development of procurement policies and practices.
3. Provide for increased public confidence in the procedures followed in public procurement.
4. Ensure the fair and equitable treatment of all persons who deal with the procurement system of the City.
5. Provide increased economy in City procurement activities and maximize to the fullest extent practicable the purchasing value of public monies of the City and foster effective broad-based competition within the free enterprise system.
6. Provide safeguards for the maintenance of a procurement system of quality and integrity.
7. Obtain in a cost-effective and timely manner the materials, services and construction required by the City to better serve its citizens.

The City of Tucson's Procurement Department has established several internal procedures that all City departments must adhere to when purchasing or requisitioning supplies, services and/or equipment for its use. The Procurement Department Director and staff are responsible for the monitoring of all procurement activity.

The City of Tucson, Finance Department's Accounts Payable division processes all vendor payments. Internal procedures and spending controls dictate how staff must handle vendor payments.

Evidence of Compliance:

1. The City of Tucson, Code of Ordinances, Chapter XV – Procurement (File)
2. The City of Tucson, Code of Ordinances, Part II – Tucson Code, Chapter 28 – Tucson Procurement Code (Library)
3. Job Description for the Director of Procurement (File)
4. City of Tucson, Department of Procurement's, Customer Procedure Manual (File)

Self Review: MET

5.2.2.1 Emergency Purchase Procedures

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

The City of Tucson, Procurement Department's Customer Procedures Manual identifies the criteria that establishes the process user departments must follow to procure supplies, equipment or material in an emergency.

Evidence of Compliance:

1. City of Tucson, Department of Procurement's, Customer Procedure Manual, Emergency Requisition, page 34 (File) (Entire Manual is in File 5.2.2 #4)
2. City of Tucson, Finance Department's Expenditure Oversight Matrix and Memorandum from the Directors of Finance and Procurement (File)

Self Review: **MET**

5.3 Accounting System★

Standard: The agency shall have a comprehensive accounting system.

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. Advantage maintains a financial database that is used to produce a variety of detail and summary level information. The system runs off an Oracle database/server with minimal downtime and interruptions to service. All system issues are channeled through the Department of Finance for appropriate separation of duties. The primary users of Advantage are the departments of Finance, Budget, Procurement, and other individuals across all City departments.

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).

All of these systems facilitate regular status reports which enable orderly, accurate, and complete documentation of the flow of funds and retrieval of information and/or the status of appropriations, expenditures and revenue as needed.

Evidence of Compliance:

1. Advantage 3 (AMS Advantage Financial) Manual (File)
2. Class Summary and Introduction (File)

Self Review: **MET**

5.3.1 Financial Status Reports

Standard: The agency should utilize monthly financial status reports.

The Finance Department produces monthly reports for the purpose of financial maintenance and information to the Departments.

TPRD also reviews department specific financial reports on a monthly basis and as needed. The reports are reviewed to track revenue and expense levels, appropriateness of expenditures, comparisons to budget, and capital project progress.

Evidence of Compliance:

1. Finance Department's Monthly Expenditure Report – A103 (File)
2. Finance Department's Monthly Revenue Report – A203 (File)
3. TPRD Monthly Expenditure Report (File)
4. TPRD Monthly Revenue Report (File)
5. City of Tucson Monthly Financial Statement (File)
6. Status on 2000 Bond Program (File)

Self Review: MET

5.3.2 Position Authorization

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

By direction of the City Council, the Human Resources Department monitors the employment status of all full-time permanent and part-time positions which are authorized in the City operating budget that is adopted by Mayor and Council each fiscal year. All new positions must be separately documented and approved by Budget and the City Manager.

All positions are reviewed prior to each new fiscal year to ensure the salary is within the City of Tucson's salary structure. Specialized budget reports are utilized to project salary data including rate increases, healthcare increases, and requests for new positions.

Paperwork on new employees and requests for changes to existing employees is reviewed to ensure compliance. TPRD clerical accounting staff coordinate the department payroll process by assisting District Administrators, the Department Management Coordinator, and the Human Resources Department to ensure the department does not exceed its budgeted position authorizations at any time. As part of this responsibility, staff monitors the payroll budget on a bi-weekly basis.

Two additional tools are used to monitor budgeted positions. One is the Personnel Roster for TPRD. This report is produced bi-weekly and shows the number of authorized positions and the individuals assigned to specific classifications. Employee information includes name, salary information, classification range and title, and the anniversary, birth, and hire dates. A monthly version of this report contains personal information of the employee including address, phone, and social security number.

The second control is that each permanent employee is assigned a unique Position Control Number (PCN). A position cannot be filled unless there is a vacancy showing for that PCN. Due to the nature of non-permanent work assignments (where several people make up 1.0 FTE), non-permanent positions are given generic PCNs by classification.

Evidence of Compliance:

1. Civil Services Commission Rules, Rule # XII – Certification of Payrolls; Sections 1, 2 and 3 Submission, Review and Examination, and Certification of Payrolls. (File and Library)
<http://intranet/index.php/policies-and-directives-mainmenu-48/civil-service-rules-mainmenu-167/rule-xii-mainmenu-179?task=view>
2. Position Resources by Classification- Parks and Recreation (File)
3. City of Tucson Position Summary 2 Payroll Projection Report (File)
4. FY 2010 Compensation Plan (File and Library)
http://intranet.ci.tucson.az.us/docs/hr/fy_2010_compensation_plan.pdf
5. Personnel Roster (File)

Self Review: MET

5.3.3 Fiscal Control and Monitoring

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

TPRD follows City of Tucson Administrative Directive #3.02-1 regarding Imprest Accounts: Petty Cash, Change and Checking Accounts which govern the collecting, disbursing and safeguarding of cash and other monetary devices. The “Cash Count Report” is prepared daily by the assigned Account Clerk/assigned staff within the Department. The funds are then delivered to the Treasury Division in the Department of Finance for deposit.

TPRD staff reviewed the Point of Sale cash handling and balancing policies, processes, practices and procedures (currently under review) which define cash accountability under the Class System. A Q&A reference sheet is included for ease of reference.

Evidence of Compliance:

1. City of Tucson Administrative Directive #3.02-1 Imprest Accounts: Petty Cash, Change and Checking Accounts (File and Library)
2. P&R Department Procedure and Regulation Manual #3.3 - Imprest Accounts: Petty Cash, Change and Checking (File and Library)
3. P&R Department Procedure and Regulation Manual - Point of Sale – Cash Handling/Balancing (File).
4. Question & Answer Fact sheet – Class Cash Handling/POS (File)
5. PowerPoint Presentation on Cash Handling Training (File)
6. Independent Audit and Performance Commission (IAPC) (File)
<http://www.tucsonaz.gov/clerks/boards.php?board=96>

Self Review: MET

5.3.4 Independent Audit ★

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

There is an independent audit of the fiscal activities of the City of Tucson conducted by a qualified Certified Public Accounting firm on an annual basis. Upon completion of the audit, findings are presented to city management and City Council for appropriate action.

Evidence of Compliance:

1. City of Tucson, Arizona, “Comprehensive Annual Financial Report, For the Fiscal Year Ending June 30, 2008” (Independent Auditor’s Report pg. 1-2 / Management’s Discussion and Analysis pg. 3-13) (File) <http://www.tucsonaz.gov/finance/CAFR08.pdf>
2. Independent Audit and Performance Commission (IAPC) (File Section 5.3.3 #6)
<http://www.tucsonaz.gov/clerks/boards.php?board=96>

Self Review: MET

5.4 Annual Budget ★

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

Each year the Budget and Internal Audit Department provides all departments with a budget preparation instruction manual. This manual includes all deliverables and deadlines that each city

department must follow when preparing their departmental budgets for submission. Strict development policies are followed to present the Operating and Capital Improvement budgets for City Manager and Mayor and Council approval.

Evidence of Compliance:

1. Job Description for the Director of Finance (File)
2. Job Description for the Director of Budget and Internal Audit (File)
3. City of Tucson Adopted Budget, Fiscal Year 2010 (Library)
4. City of Tucson Approved Five-Year Capital Improvement Plan, Fiscal Years 2010 through 2014 (Library)

Self Review: 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.

Operating Budget:

It is the responsibility of TPRD's Management Coordinator and Parks and Recreation Budget Team to participate fully in the process to ensure department data is as accurate as possible.

A departmental schedule of budget deliverables is established after the official timeline is received from the Finance Department. This schedule is necessary to ensure that the final budget document is prepared in accordance with the established deadline. The budget team meets with departmental staff to review budget targets and adjust expenditure limits accordingly.

The Director, Deputy Director, District Administrators, and Management Coordinator, to ensure accuracy and consistency within the document, then review the budget proposal. A transmittal memo is prepared which captures all of the pertinent budget information contained in the document.

Capital Improvement Program:

It is the responsibility of the TPRD's Capital Planning Unit staff, under the direction of the unit supervisor, to review and prepare the Department's Capital Improvement Program budget. Project managers review budget information for each of their respective projects and funding is adjusted as needed based on project timelines. The director reviews the final document for accuracy and consistency. A separate transmittal memo is prepared and submitted with the document. Each year TPRD financial staff, in conjunction with the appropriate district/unit staff, develops operating and capital improvement budgets for submission to the Department of Budget and Internal Audit. Each member of the financial staff compiles the budget information and provides copies to the department director. Said documents are prepared in compliance with the Budget Instruction Manuals specific to each budget document (operating and capital improvement program).

Evidence of Compliance:

1. City of Tucson, Operating Budget Manual, Budget Update Fiscal Year 2010 (File)
2. City of Tucson, Fiscal Years 2011-2015, CIP Refresher (File)
3. FY 2010 Budget Preparation, Projects and Staff Assignments listing (File)
4. FY 2010 – 2014, Capital Improvement Program, Budget Preparation Process/Deliverables (File)

Self Review: 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.

TPRD Management Staff holds monthly staff meetings to discuss emerging issues that impact departmental staff and delivery of service to TPRD customers. One of the main topics for discussion is the issue of the operating budget. During the period of January 2009 through January 2010, staff discussed the issue of budgetary reductions, budget freeze items, development of the operating budget for Fiscal Year 2010, implementation of employee furlough days and other budget related topics as necessary. These discussions allow a forum for staff to share ideas for managing programs with limited financial resources, succession planning, and innovation through programming/service delivery to maximize efficiencies across the department.

In addition to these strategizing sessions, TPRD's management and administrative staff participate in the annual development of the operating and capital improvement program budgets. As part of this annual process, the Director, Deputy Director, District Administrators, District Superintendents and the Budget Team conduct a review of associated budget reports, review financial/budget reports to realign funding within the departmental program areas as needed, research and explain all variances, revenue enhancement strategies, and review of expenditure history by department unit(s).

This process adheres to the timeframe and deliverables as set forth by the Budget and Internal Audit Department in the Annual Budget Preparation Manual.

Evidence of Compliance:

1. City of Tucson, Operating Budget Manual, Budget Update Fiscal Year 2010 (File 5.4.1 #1)
2. City of Tucson, Fiscal Years 2011-2015, CIP Refresher (File 5.4.2 #2)
3. FY 2010 Budget Preparation, Projects and Staff Assignments listing (File)
4. FY 2010 – 2014, Capital Improvement Program, Budget Preparation Process/Deliverables (File)
5. TPRD Management Staff Meeting Agendas (January 2009 through January 2010)

Self Review: 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.

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:

1. City of Tucson, Financial Reports, Detail Listing Of Obligations-March 2009 (File)
2. City of Tucson, Financial Reports, Department/Unit Detail-March 2009 (File)
3. Fiscal Year 2009, Year-end Procedures and Key Event Dates (File)

Self Review: MET

5.5.1 Supplemental/Emergency Appropriations

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

The City of Tucson, Procurement Department's Customer Procedures Manual identifies the criteria that defines the process user departments must follow to procure supplies, equipment or material in an emergency. 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, Budget Director.

Evidence of Compliance:

1. City of Tucson, Procurement Department's Customer Procedures Manual (File)
2. Expenditure Oversight Approvals and Processes Memorandum and Matrix (File)
3. TPRD Capital Unmet Needs Summary Sheet (File)

Self Review: 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.

The City of Tucson Finance Department has established policies and procedures to record all fixed assets (see Administrative Directive, 4.01-3 Fixed Assets and Other Equipment). Additionally, TPRD has established additional policies and procedures for staff pertaining to the recording of assets (Parks and Recreation, Procedures and Regulations Manual, Procedures 3.14 and 3.15).

The Finance Department maintains fixed asset accounting data in a computerized format, recording asset life, location, value and other important descriptive information. Fixed asset records are reconciled by the Finance Department, and reviewed by the Internal Audit Division. Any discrepancies are forwarded to the departments for research and resolution.

Evidence of Compliance:

1. Administrative Directive, 4.01-3 Fixed Assets and Other Equipment (File and Library)
<http://intranet/docs/ad/4-01-3.pdf>
2. TPRD Procedure and Regulation Manual #3.14 – Transferring or Disposing of City Assets (File)
3. TPRD Procedure and Regulation Manual #3.15 – Annual Fixed Asset and other Equipment Inventory verification (File)

Self Review: **MET**

SECTION 6.0

PROGRAMS AND SERVICES MANAGEMENT

- 6.1 Recreation Programming Plan**
 - 6.1.1 Program and Service Determinants**
 - 6.1.2 Participant Involvement**
 - 6.1.3 Self-Directed Programs and Services**
 - 6.1.4 Leader-Directed Programs and Services**
 - 6.1.5 Facilitated Programs and Services**
 - 6.1.6 Fee-Based Programs and Services**
 - 6.1.7 Cooperative Programming**
- 6.2 Objectives**
- 6.3 Program Evaluation**
- 6.4 Outreach to Underserved Populations**
- 6.5 Scope of Program Opportunities**
- 6.6 Selection of Program Content**
- 6.7 Community Education for Leisure**
- 6.8 Program and Service Statistics**

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.

Planning and Construction

TPRD is always looking ahead to plan for a better community. TPRD staff has prepared a 3-Year Action Plan (Program & Activity Improvements) FY 2009 – 2011. The action plan identifies specific objectives that the Department will address/achieve during these three years. Also published is the Parks & Recreation Ten Year Strategic Plan that looks into the future and is focused on recreation and leisure needs of the community. Capital improvement projects provide a vehicle to meet future needs in the community. Capital improvement projects include expanded and/or new facilities and park master plans.

Recreation Centers

Eighteen recreation and special interest centers, spread throughout our community, are available for public use and enjoyment. Varying in size, programs and services offered, these locations help foster a social connectivity to our community for citizens of all ages and interests. Available to the public are Regional Centers, Neighborhood Centers, Recreation Centers and Special Interest Centers. The facilities are located throughout the community and are within walking distance and/or on bus routes, making them reasonably accessible.

Recreation Programs

TPRD coordinates and supports recreation and leisure programs, events, aquatics and team sport activities for participants of all ages. Utilizing the three-year action plans, recreation programming is monitored and enhanced. Additional funding from the City's financial sustainability plan is used to increase capacity, improve supervision and refine the quality of team sports along with senior citizen and youth programs.

Staff works in conjunction with various school districts as well as other service providers to increase the availability and variety of programming. TPRD publishes three activity guides per year outlining programs and special events available for the citizens of Tucson. Before each publication, recreation staff meets and reviews programs and events and adjustments are made as needed.

Goals of Recreational programming:

- Provide ongoing staff training and improved supervision.
- Support the facilitation of team sports.
- Develop a comprehensive list of after school youth activities.
- Continue to increase the quality of senior programming.

Parks and Recreation 10 Year Strategic Service Plan

The Three-Year Action Plan is the document that allows staff to identify the link between the City's strategic directions to defined objectives, strategies and actions.

Staff has determined three main areas for the plan:

- Capital and Infrastructure
- Operational Improvements
- Program Improvements

Within each of these areas, staff works to document three to six key objectives along with supporting strategies and actions.

Action plans are considered to be working documents that support and enhance the TPRD's efforts of meeting the diverse needs of the Tucson community. These plans are reviewed frequently for relevance and may change due to situational occurrences like budgeting constraints, grant funding, staffing changes and new technologies. Staff envisions the document as a tool for leadership and managerial teams to support and direct the daily functions of the Department.

The action check list associated with Program Improvements identifies current projects, activities and events. Staff assesses progress and compiles a quarterly update. This collection of documents provides a framework for staff to focus energy and resources while providing a tool for tracking progress and ensuring accountability.

Performance Measures for TPRD

- Strategic Plan and three-year action plan reviewed quarterly
- Strategic Plan updated annually

Evidence of Compliance:

1. FY 2009-2011 Program and Activity Improvements Action Plan (Library)
2. Parks and Recreation Ten Year Strategic Plan (Library)

Self Review: **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.

City of Tucson Parks and Recreation Program/Service Matrix

Name of Program/Service	Brief Description	Program Determinant	Program Success and Progression
Adult Sports	For a nominal fee, leagues are available for ages 15+ in badminton, baseball, basketball, flag football, sand volleyball, softball (fastpitch and slowpitch), and volleyball.	<ul style="list-style-type: none"> - Conceptual foundations of play, recreation, and leisure. - Constituents’ needs and interests. - Community opportunities. - Agency mission and vision statement. - Experiences desirable for clientele. 	Leagues are offered year-round and place an emphasis on sportsmanship and following governing body rules. Staff are continuously trained and supervised to ensure quality. Participants are encouraged to attend “coaches meetings,” complete an Officials’ Rating form, and email input to staff.
Aquatics	For a nominal fee, fitness classes, diving lessons, youth/adult lessons, swim and synchronized league, and open swim.	<ul style="list-style-type: none"> - Conceptual foundations of play, recreation, and leisure. - Constituents’ needs and interests. - Community opportunities. - Agency mission and vision statement. - Experiences desirable for clientele. 	These high-in-demand programs cater to community and constituent needs while satisfying department goals. Aquatic programs can be found through out the community for very minimal fees. There is a heavy emphasis on prevention. Staff are highly trained and follow current trends/ techniques while instructing.
Leisure Classes	Structured and supervised fee classes for youth and adults in Arts and Crafts, Drawing and Painting, Theatre, Music, Jewelry, Pottery, Ceramics, Dance, Health and Fitness, Youth and Adult Sports, Motor Development, and Gymnastics	<ul style="list-style-type: none"> - Conceptual foundations of play, recreation, and leisure. - Constituents’ needs and interests. - Community opportunities. - Agency mission and vision statement. - Experiences desirable for clientele. 	Classes are designed to meet the needs/interests of the community while properly utilizing the given facilities. Some classes are presented in levels while others are strictly introductory. These popular classes create positive, memorable experiences while allowing for the individual to gain fundamental skills, improve health, or exercise creativity.
Out-of-School	Afterschool, school’s out, and summer leisure recreation	<ul style="list-style-type: none"> - Conceptual foundations of play, recreation, and 	These programs meet the daily needs of youth participants and some

Name of Program/Service	Brief Description	Program Determinant	Program Success and Progression
	programs for youth ages 5-15 at centers and schools.	leisure. - Constituents' needs and interests - Community opportunities. - Agency mission and vision statement. - Experiences desirable for clientele.	working parents. Each program provides quality and safe leisure activities, with a blend of partnership and/or educational components. The continued success of these programs is based on staff training, supervision, evaluation processes, and the focus on play, recreation, and leisure components.
Senior	Structured and leisure programming for adults ages 50+.	- Conceptual foundations of play, recreation, and leisure. - Constituents' needs and interests. - Community opportunities. - Agency mission and vision statement. - Experiences desirable for clientele.	Skilled staff facilitates quality, year-round age-appropriate activities focusing on social, recreational, fitness/wellness, educational, and cultural topics. In addition to surveying, each Senior Club has monthly business meetings and provides programming input.
Social Services	Varied social service agencies located in neighborhood centers.	- Constituents' needs and interests. - Community opportunities. - Agency mission and vision statement. - Experiences desirable for clientele.	Depending on the demographics of facility location, local non-profit organizations facilitate community and constituent-driven services. The City monitors the success of the social service agency by mandating client service reports and completing an annual User License Agreement form.
Therapeutics	Youth and adult programs for clients with disabilities.	- Conceptual foundations of play, recreation, and	Programs are created to enhance lives through adaptive, aquatic, and

Name of Program/Service	Brief Description	Program Determinant	Program Success and Progression
		leisure. - Constituents' needs and interests. - Community opportunities. - Agency mission and vision statement. - Experiences desirable for clientele.	inclusive recreation opportunities. Staff are well educated and trained. Programs are primarily based on constituent needs/interests and requests.

Conceptual Foundations of Play, Recreation, and Leisure:

TPRD offers a variety of opportunities based on the conceptual foundations of play, recreation, and leisure. Such program opportunities are found in our 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.

Constituent Interests and Needs:

Constituent interests and needs are determined in several ways. Each program service area has a variety of methods of receiving feedback. Constituent needs combined with historical demand establish our program offerings.

Community Opportunities:

Greater community opportunities are found within TPRD as a result of maximizing resources and cooperating with local school districts, businesses, non-profits and other parks agencies.

- TPRD has inter-governmental agreements with four local school districts to share properties.
- Several local businesses and media outlets participate in supporting TPRD programs, such as; Clear Channel Communications, Secure Horizons and TOPCU.
- Many non-profit youth and adult organizations have longstanding relationships with TPRD, such as; ASA (American Softball Association), PCJSL (Pima County Junior Soccer League), TWSL (Tucson Women’s Soccer League) and PCOA (Pima Council On Aging).
- TPRD collaborates with other local municipalities to offer educational/training and recreation opportunities, such as; PCPNR (Pima County Parks and Natural Resources), Oro Valley Parks and Recreation, Town of Marana Parks and Recreation and Pima Community College.

Agency Mission and Vision Statements:

Mission: To provide a park system offering high-quality facilities, programs, and services for Tucsonans of all ages and abilities.

Vision: The City of Tucson Parks and Recreation Department will provide a variety of parks, recreation facilities, and program experiences equitably throughout the community. Existing facilities will be aggressively maintained and additional facilities added as growth and demand dictate. Programs will be developed and maintained to the highest quality, ensuring a safe environment with exceptional service while developing a lifetime customer. Services will demonstrate a positive economic investment through partnerships with other service providers, both public and private, contributing to a high quality of life for Tucsonans.

Experiences Desirable for Clientele:

Programs, services, and facilities are designed to promote desirable experiences for our clientele. TPRD plans from the client's perspective, with the goal that their receipt of information, registration, and program participation will generate a customer for life. Specifically, the focus is on seven program areas (adult sports, aquatics, leisure classes, out-of-school, senior, social services, and therapeutics).

Access and inclusion for all populations is available in all program areas. Specifically, the Therapeutics Unit of TPRD offers specialized programs for individuals with disabilities. A full-time Recreation Program Coordinator ensures inclusion and access to all services and programs when appropriate.

To help ensure desirable experiences for our participants, TPRD has established participant behavior guidelines, which are found in most of our program areas.

Evidence of Compliance:

1. City of Tucson Parks and Recreation Program Service Matrix (File)
2. City of Tucson Parks and Recreation Program Guide and Class Catalog (File and Library)
<http://www.tucsonaz.gov/parksandrec/programguide.php>
3. Sports Rulebooks-variety (File)
4. Youth and Teen Program Employee Handbook (File & Library)
5. Aquatics Unit- Policies and Procedures Manual (File)
6. Standards for Behavior Management (File)
7. Sample IGAs (Please refer to File 1.5)

Self Review: **MET**

6.1.2 Participant Involvement

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

TPRD recognizes participant involvement and input as an essential function of program development and public service. The primary source of feedback is from individual participants who have endless opportunities to provide their say. Adult sports, aquatics, leisure classes, out-of-school, senior, and therapeutics programs circulate a participant evaluation throughout the year. Additionally, TPRD has a well publicized on-line feedback process (Constituent Relationship Management System). The Program Guide and Class Catalog provide excellent direction to focus one's contribution. Virtually all levels of management have voice mail technology and a public email address.

TPRD representatives attend public meetings, foster partnership endeavors, secure adequate levels of sponsorship, collaborate with similar entities (i.e. school districts), and maintain continuous and open communication with ward offices, recreation center operation committees, senior club officers, and TPRD Commissioners.

Evidence of Compliance:

1. Sports Official Rating Forms (File)
2. Youth Afterschool Program Evaluation (File)
3. Leisure Class Evaluation (File)
4. Therapeutic Program Evaluations (File)
5. Constituent Relationship Management System (File)
<http://cms3.tucsonaz.gov>

Self Review: MET

6.1.3 Self-Directed Programs and Services

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

Self-directed recreational opportunities under general supervision by on-site staff include:

- Tennis Courts
- Weight Rooms
- Open Gym
- Pool Tables
- Swimming
- Athletic Fields
- Outdoor Basketball Courts
- Walking Trails
- Multi-use Paths
- Picnic Facilities (ramadas)
- Playgrounds
- Ball Fields
- Orienteering

Evidence of Compliance:

1. City of Tucson Parks and Recreation Program Guide and Class Catalog (Library)
<http://www.tucsonaz.gov/parksandrec/programguide.php>
2. Program Promotional Samples (Library)

Self Review: MET

6.1.4 Leader-Directed Programs and Services

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

TPRD is proud to provide many directed programs. Excellent, qualified staff provides leadership in the following programs:

- Out of School Programs
- Inter-Center Sports
- Inter-Center Senior Sports
- Senior Center Activities
- Leisure Classes
- Summer Clubs
- Art in Reality
- In-Betweeners' Club
- Junior Leadership Program
- Special Events: Mud Monster and Family Festival in the Park

Evidence of Compliance:

1. Program Promotional Samples (Library)
2. Newspaper/Radio Advertising Samples (See File 3.3 Attachment #2)
3. REC 365 Show at <http://www.tucson12.tv/programs/Rec365/index.php> (Library)
4. City of Tucson Parks and Recreation Program Guide and Class Catalog (Library)
<http://www.tucsonaz.gov/parksandrec/programguide.php>

Self Review: MET

6.1.5 Facilitated Programs and Services

Standard: The agency should offer facilitated recreation opportunities.

TPRD has worked with local organizations, partners, sponsors, businesses, and individuals to provide leisure opportunities for over 50 years. TPRD was one of the first agencies in the country to partner with the YMCA to increase services to the youth of the community. At the time, TPRD had the capital resources, and the YMCA had the programming responsibilities and the operating budget. Today, three YMCAs continue to operate under the agreement and increase opportunities for the Tucson community. TPRD builds youth sports fields and schedules them out to youth organizations who then provide a variety of youth sports activities for the community. Again, TPRD provides the capital resources, and the youth organizations provide the operation. TPRD provides meeting space for neighborhood associations' monthly, quarterly and/or annual meetings.

TPRD has facilitated many leisure activities for the community. A partial listing includes:

- Computer Classes (Senior Net)
- Youth Sports Teams
- Farmers' Market at El Rio
- Butterfly Garden at Case Park
- Two Community Gardens
- Frisbee Golf
- Neighborhood Associations
- Many Agency "Walks" and other Events at Reid Park, such as the Susan G. Komen Race for the Cure
- Black Women's Task Force
- KaBOOM Builds
- Food Bank
- Tucson Pops Orchestra/Arizona Symphonic Winds Orchestra
- Tour for Tucson's Children
- YMCA
- Hope VI
- Weed and Seed Grants
- Chili Cook-off

Evidence of Compliance:

1. Program Promotional Samples Notebook (Library)
2. Youth Sports Web Sites such as: <http://www.pcjssl.com/>

Self Review: MET

6.1.6 Fee-Based Programs and Services

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

Many leisure programs and park facilities are offered at a nominal fee. Fees are established through Mayor and Council Ordinance and are a part of the Tucson City Code. Fee-based programs and facilities are:

- Swimming Classes
- Adaptive Aquatics

- Holiday Clubs
- KIDCO Afterschool and Summer Programs
- Summer Clubs
- Health and Fitness Classes
- Pottery Classes
- Jewelry Classes
- Arts and Crafts Classes
- Gymnastics
- Music Classes
- Motor Development
- Photography
- Recreation Centers
- Sports Classes
- Sports Leagues
- Theatre
- Therapeutics Activities
- Tennis
- Golf
- Zoo
- Picnic Facilities (ramadas)
- Ball fields
- Sand volleyball courts

Evidence of Compliance:

1. City Code, Parks and Recreation, Chapter 21, Sections 8-17 (Library)
<http://library.municode.com/index.aspx?clientId=11294&stateId=3&stateName=Arizona>
2. Program Promotional Samples Notebook (Library)
3. TPRD Pricing Policy (File)
4. City of Tucson Parks and Recreation Program Delivery Matrix (File)
5. Program Guide and Class Catalogue (Library)
<http://www.tucsonaz.gov/parksandrec/programguide.php>

Self Review: **MET**

6.1.7 Cooperative Programming

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

TPRD coordinates with other public organizations to provide the maximum number of programs or offerings with minimum duplication. Public School and community college facilities are shared by way of Inter-government Agreements (IGA), primarily for the reciprocal use of indoor and outdoor facilities. Currently, TPRD has IGAs with four local school districts and the Community College as well as an agreement with three local YMCAs (see 6.1.5).

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.

Evidence of Compliance:

1. IGA with Amphitheater School District (File 1.5 #3)
2. IGA with Sunnyside Unified School District (File 1.5 #2)
3. IGA with Pima Community College (File 1.5 #4)
4. Interagency Agreements with Tucson Metropolitan YMCA's for youth programming (File 1.5 #5)

Self Review: **MET**

6.2 Objectives★

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

The documentation below includes written objectives for each program area offered by TPRD. Objectives for each program area are reviewed annually and revised based on community feedback, program evaluations, and community/national trends, as well as individual and community benefit.

Sports Unit

Purpose:

The City of Tucson Parks and Recreation Department Sports Unit strives to provide affordable, high-quality programs for youth and adults in the community. We seek to provide a safe environment and enjoyable atmosphere that promotes fitness, teamwork, and sportsmanship. These sports include volleyball, basketball, sand volleyball, baseball, softball, badminton, football, track and field/road races, Open Gym, and Late Night Hoops.

Vision:

The vision of the Sports Unit is to provide outstanding quality programs for youth and adults in which they can make positive use of their leisure time. We approach our leagues from a recreation-based, leisure-focused philosophy.

At TPRD Facilities:

- Ninety Adult Sport Leagues are offered in eight sports: basketball, badminton, sand volleyball, fast-pitch softball, baseball, indoor volleyball, flag football, and slow-pitch softball.
- Nearly 8,400 adult participants on 558 teams take part in the recreational leagues.
- The youth basketball program, Late Night Hoops, has 570 players on 57 teams throughout eight different leagues. It also draws over 7,000 spectators.
- The youth/adult programs for track and field and for road races attract 1,693 participants.
- The teen Open Gym recreation program is held in three different school districts; 2,772 teens take advantage of the free program.
- In total, Sports Unit programs are held at 27 different parks, recreation centers, and schools.

Goals and Objectives:

- Provide quality, low-cost recreational sports leagues for the Tucson community.
- Promote good sportsmanship, health/fitness, and teamwork.
- Maintain an excellent safety record by properly training staff and enforcing league policy and procedures.

- Offer a variety of activities that appeal to the different interests and abilities in the Tucson community.
- Achieve a high standard of customer service and satisfaction through professionalism, consistency, and fairness.

Aquatics

Purpose:

The City of Tucson Parks and Recreation Aquatics Unit is committed to providing Tucson's diverse community with a wide variety of instructional, competitive, and recreational aquatic programs with an emphasis on safety, customer service, and sanitation.

Vision:

The vision of Tucson Parks and Recreation Aquatics is to set the standard for professionalism in the operation and programming of aquatic facilities.

At TPRD Facilities:

- Over 1,100 American Red Cross Learn-to-Swim lessons are taught each year, each with an average enrollment of eight children.
- Adults and children participate in a variety fitness classes.
- Seasonal programming offers competitive swimming, synchronized swimming, and diving as well as an Aquathlon series (swimming and running competition), Aquatic Sports Adventure Camp, and Inner Tube Water Polo.
- A Junior Lifeguarding program trains and places volunteers at various pools, and some of the volunteers later seek employment with Aquatics.
- Year-round pools offer daily lap swimming lanes.
- Year-round pools are utilized by area high school swim teams for practice and meets, as well as by other community groups.
- American Red Cross Lifeguard Training, Water Safety Instructor, Lifeguard Instructor, and CPR classes are offered each year, providing Aquatics with virtually its entire staffing, as well as training potential staff for other aquatic programs and facilities.
- Aquatics has developed the use of bromine/ozone/carbon dioxide sanitation as an alternative to gas chlorine.
- Pump rooms are standardized and automated and are maintained by maintenance personnel.
- Aquatics procedures for lifeguard screening, in-service training, emergency response, and record keeping have served as models for other organizations, as well as for other Tucson Parks and Recreation areas.
- Aquatics conducts its own Aqua Fitness Instructor certification program.

Goals and Objectives

- Promote water safety and recreation by continuing to offer low-cost American Red Cross Learn-to-Swim lessons to community members aged six months and above.
- Provide a balance of recreational, instructional, fitness, and competitive aquatics programming to meet community needs, promoting aquatics as a lifelong activity.
- Maintain an excellent safety record by implementing and enforcing existing policy and procedure, by evaluating and modifying policy and procedure where necessary, and by maintaining facilities to the highest possible standards.
- Ensure cleanliness by teaching cleaning procedures and scheduling regular cleaning duties.

- Provide employment by offering opportunities for eligible youth to enroll in First Aid, CPR, Lifeguard Training, and/or Water Safety Instructor classes and encouraging these youth to seek employment with Aquatics.
- Promote staff retention by providing a high-quality employment opportunity stressing professionalism and offering quality in-service training, and by encouraging staff to pursue areas of specialization such as coaching, teaching fitness classes, and pool supervision.
- Respond to budgetary constraints in a manner that will have the least negative impact on facility users in the Tucson community.

Leisure Classes

Purpose:

The City of Tucson Parks and Recreation Leisure Class Unit is committed to providing a positive, creative environment in which youth and adults of a diverse background and abilities can learn, enhance, and express themselves in the areas of Visual and Performing Arts, Health and Fitness, and Sports.

Vision:

The vision of Tucson Parks and Recreation Leisure Class unit is to continue the education process through quality, creative classes.

At TPRD Facilities:

- Over 19,500 students are enriched through classes each year, each with an average enrollment of 10-12 students.
- Adults and children participate in a variety of family-oriented classes.
- Scholarships are available for classes in all areas of learning, offered for up to 90 percent of tuition. In a year's time, 5,200 students were accommodated.
- Annual Performing Arts Showcase in the areas of Dance and Music highlighted the talents of 1,060 students ranging in age from 3 years to over 90 years.
- The Jewelry and Pottery areas have been recognized nationally in *Jewelry Arts & Lapidary Journal* and *Ceramic Monthly*, as well as local television production *Rec 365*.

Goals and Objectives:

- To provide a positive environment that promotes self-esteem, and encourages positive use of leisure time and the development of social skills.
- To provide an opportunity for stress reduction through positive development of varied interests and recreational practice.
- Provide the opportunity for people, in a part-time work force, to develop and enhance work skills and gain job experience while providing a useful service to the community.
- Respond to budgetary capacities in a manner that will have the least negative impact on students in the Tucson community.

Out-of-School Programs

Purpose:

The City of Tucson Parks and Recreation Out-of-School, afterschool, and summer, youth, and teen programs strive to provide the best possible programs for the community. TPRD offers an environment in which youth and teens can grow to the best of their abilities by tapping into their creativity, teaching them to use their strengths, coaching them in building human relationships, providing a safe environment, introducing health and nutrition, promoting physical activity, and

redirecting negative and harmful behaviors. Guiding youth and teens to be responsible and productive members of our community is the priority.

Vision:

The vision of the City of Tucson Parks and Recreation Out-of-School programs is to provide outstanding quality programming for youth and teens that promotes positive use of leisure time and encourages personal growth and the ability to function as a healthy adult.

At TPRD Out of School Programs:

- Over 6,500 youth and teens participate in the school year and summer Out-of-School programs.
- Program participants take part in a variety of activities that include, but are not limited to, arts and crafts, games, sports, homework help, fitness and nutrition, performing arts, community service, and special events.
- Some school districts provide a free snack program during the school year. A free breakfast and lunch program is provided to qualifying centers and school sites during the summer.
- Enhancement programming provided for participants includes, but is not limited to, finance education, Girls Scouts, 4-H, reading, and bike safety.
- Field trips are offered periodically. Discounted group rates make it affordable for low-income families.
- Partnerships have been formed with the University of Arizona Nutrition Network/CATCH, United Way Kid's Club, Tucson area school districts, Pima College, Tucson Racquet and Fitness Club, Wells Fargo Bank, Tucson Police and Fire Departments, and others.
- Program participants connect with the community through volunteerism and service projects.

Goals and Objectives:

- Maintain an excellent recreation program by establishing high standards and implementing current policies and procedures, continually evaluating them for effectiveness and modifying them where necessary.
- Provide a meaningful leisure opportunity that will encourage self-esteem and positive self-image.
- Continue to provide training opportunities for staff consistent with the latest trends.
- Continue to provide entry-level positions for teens in the field of recreation.
- Promote the field of recreation as a professional career.
- Provide a fun and safe environment for youth.

Senior Adult Services

Purpose:

Tucson Parks and Recreation encourages seniors to remain active and assist them in enhancing their physical and mental well-being through various programs and activities offered in senior centers and clubs through the community.

Vision:

Our vision is to be an indispensable asset to adults 50+ and the community.

At TPRD Senior Facilities and Programs:

- 4,000 seniors are registered participants.

- Over 50,000 visits are documented annually.
- Five sites have a nutrition program.
- Two nationally recognized Evidence-Based programs are offered at nine sites.
- Partnerships with local organizations and area agencies on aging increase resources and enhance programs available.
- Collaborations help eliminate duplication of services and educate staff on services available.

Goals and Objectives:

- Provide and contribute to the physical, emotional, and social growth, development, and achievement of senior citizens.
- Formalize the Department's 50+ programming teams.
- Sustain funding and staff support for Evidenced-Based fitness programs currently funded by Pima Council on Aging and planned and implemented by the City of Tucson Parks and Recreation Department.
- Encourage city-wide participation in the Senior Olympics program and offer activities throughout the year.
- Develop volunteer opportunities for older adults to assist in programs at all recreation centers.
- Enhance partnerships with Tucson's Aging Network, including health care providers and insurance carriers, to offer wellness programs and continue to seek external funding sources.
- Ensure accountability of effective senior programming through monthly Center reports. Information to include participation numbers, volunteer hours, programming, and activities.
- Provide appropriate and meaningful staff training and development to ensure the growing needs of Tucson's older adults are met.
- Facilitate a partnership with Arizona's Aging Network to plan and implement Tucson's second "Boomers and Beyond" Conference.
- Collaborate with Tucson's Aging Network and the University of Arizona Center on Aging to provide training to all Parks and Recreation staff who work with older adults on issues relevant to persons 50+.
- Educate/train staff about mental health issues through the Department's Inclusion Specialist.
- Support staff attendance at local conferences/trainings such as the Behavioral Health Conference, Elder Abuse Conference, and Suicide Prevention Training (funded by CPSA).
- Maintain at least one Certified Senior Advisor and task that person with training staff on issues relevant to older adults.
- When funding allows, support staff attendance at the Annual National Council on Aging Conference.
- Maintain membership with the National Council on Aging.
- Support a Department liaison in the Arizona Senior Center Association.
- Increase the number of persons 50+ served in our programs and facilities by increasing public awareness of programs and services available to Tucson's older adults.
- Provide information about opportunities for persons 50+ in the Department's Program Guide and Class Catalog, and maintain the City web page.
- Participate in four community information fairs for older adults throughout Tucson, and distribute materials on all programs and services offered through the City of Tucson Parks and Recreation Department.
- Have the Department Public Information Officer cover special-interest stories/events involving individuals 50+.

- Recognize exceptional senior programs through the Arizona Parks and Recreation Association, National Recreation and Parks Association, and Tucson Parks and Recreation Commission.
- Provide information and services to assist seniors and their families in personal issues affecting quality of life.
- Maintain an “Outreach” Coordinator at Armory Park Senior Center to serve as a resource for the department and provide direct services to Tucson’s older adults and their families.
- Continue participation with the Mayor and Council’s Children, Families, and Seniors Subcommittee.
- Strengthen partnerships with Tucson’s Aging Network in order to encourage their services in our centers, i.e., Mobile Podiatry Clinic through St. Elizabeth of Hungary.
- Compile information and train staff on information, referrals, and services for older adults.

Social Services

Purpose:

TPRD brings together human service agencies and professionals across the City of Tucson to provide useful tools, share “best practices,” and communicate trends for the advancement of our patrons. Tucson Parks and Recreation facilities house social service agencies in recreation centers throughout the City. Together we are working collaboratively to enhance the quality of life for Tucson residents. Our cornerstone values are integrity, quality, service, and unity.

Vision:

The philosophy “In the spirit of helping others” is the primary motivator. This philosophy fuels a passion to develop and provide avenues and useful tools that enable human service professionals and organizations to help others, in spite of limited budgets. Our vision is to strengthen and support individuals and families by fostering independence and personal responsibility; to protect people; to provide opportunities for individuals to achieve their full potential; and to promote healthy families and safe communities by ensuring quality, cost-effective, comprehensive services in cooperation with our partners.

At TPRD Facilities:

- Program development and service delivery are made possible through a unique collaboration of community-based organizations, local businesses, County government, City government, and the local school district.
- Recreational activities and team sports provide opportunities for structured and informal recreation that can improve overall health and well-being for children by reducing childhood obesity, juvenile onset diabetes, and high-risk behaviors, and by giving youth opportunities to develop positive self images.
- Access to health information is provided, as well as prevention messages (to children and adults) in Spanish and English; Public Health nurse services (family planning, STD testing, health screening); youth outreach; anger management and conflict resolution programs; substance abuse prevention programs; linkage to local clinics; and health-focused computer games and messages.
- Numerous multi-cultural events and performances, demonstrations, tournaments, rehearsals, and exhibits are offered. A variety of on-site services, classes, and opportunities are offered, as well as innovative program elements such as field trips and cross-generational programs. Proper social behavior is reinforced through hundreds of field trips and community outings each year.

- Youth leadership skills are developed through a Youth Advisory Council. The Council helps create additional opportunities for youth leadership development, volunteerism, and service learning, and provides community service activities.
- Active neighborhood involvement is cultivated by creating a Neighborhood Advisory Council that involves community volunteers – high school and college students, parents, children, and seniors – in a variety of activities.

Goals and Objectives:

- Rise to the challenge and overcome budgetary constraints.
- Provide services at a time when more and more people are in need of them.
- Encourage community leaders to take an active role, personally and professionally, in addressing social problems and to challenge social, economic, and environmental injustice.
- Increase inter-agency cooperation and collaboration to connect families and children with comprehensive, community-based services.
- Remove conditions and barriers that obstruct the development of healthy families and individuals and that impede their full participation in the community.

Therapeutic Recreation/Adaptive Aquatics

Purpose:

The City of Tucson Parks and Recreation Department Therapeutic and Adaptive Aquatics Unit provide programs that develop and enhance lifelong leisure pursuits for individuals with disabilities through adaptive aquatics and specialized therapeutic and inclusive recreation opportunities.

Vision:

The City of Tucson Parks and Recreation Therapeutic and Adaptive Aquatics Unit recognizes that through play and recreation, people with disabilities explore, learn, and master their environment which enhances their quality of life. It is therefore the vision of this Unit to utilize play and recreation to assist persons with disabilities in developing, maintaining, and/or enhancing their highest level of social/emotional, physical, cognitive, and leisure functioning.

In TPRD Therapeutic and Adaptive Aquatics:

- Consumer support is strong
- Programs offered are for all ages and disabilities
- Programs are varied
- Partnerships increase program opportunities
- Aquatic facility is highly acclaimed and award winning
- Facilities are centrally located, on bus routes

Goals and Objectives:

- Increase partnerships and community outreach.
- Continue with current partnerships: American Cancer Society, Multiple Sclerosis, Tucson Autism Alliance, school districts, Aquatic Therapy Rehab Institute, Arthritis Foundation, Division of Developmental Disabilities, AZ School for the Deaf and Blind, Arts for All, and Jewish Community Center
- Assess potential partners with similar missions, participants, and services.
- Begin networking with potential partners.
- Increase visibility and public awareness of services.
- Create FAQ on website

- Gather community input on programs through program evaluations and suggestion box.
- Employ and retain qualified staff to work with individuals with disabilities in a community setting.
- Cross-train staff on disabilities.
- Create collaboration among Therapeutics and ARC units through motivation, understanding, and training.
- Work with partners to provide disability and issue-specific trainings.
- Increase number of participants into existing programs with low attendance.
- Market these programs to appropriate agencies and participants.

Evidence of Compliance:

1. City of TPRD Program/Service Matrix (File 6.1.1 #1)

Self Review: MET

6.3 Program Evaluation

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

User surveys and evaluations are conducted by TPRD on a regular basis. This is done to gain critical feedback to ensure program outcomes remain consistent with program goals, objectives and the overall mission of the department.

Evidence of Compliance:

1. Out-of-School Evaluations (File)
2. Out-of-School Program Comparison (File)

Self Review: 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.**

TPRD's mission is to provide a park system offering high-quality facilities, programs, and services for Tucsonans of all ages and abilities. With recreation and special interest centers, swimming pools, parks, and special interest/historical sites, the department appeals to all facets of the community. The Department's quarterly publication, the Program Guide and Class Catalog, provides a detailed listing of programs, classes, facilities, and services. The publication is 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.

TPRD programs, facilities, and pools are located in all areas of the community and are accessible by City bus routes. Many are located within easy walking distance of more than one neighborhood. 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.

Community outreach includes special events (Mud Monster and the Family Festival in the Park), cultural events (Harambee Festival, Shakespeare in the Park, and the Pascua Yaqui Easter Celebration), and co-sponsored events (Parade of Lights, Martin Luther King Breakfast, and Symphonic Winds Concerts).

Partnerships, intergovernmental agreements, and close relationships with neighborhood associations and user groups help identify community needs and determine programs, activities, and services provided throughout Tucson.

Evidence of Compliance:

1. Parks and Recreation Program Guide and Class Catalog (Library)
<http://www.tucsonaz.gov/parksandre/programguide.php>
2. Facility/Park Maps (File)
3. Department Calendar (File)
4. Program Promotional Samples (Library)
5. Sliding Scale Discount Policy (File)
6. SunTran Bus Routes (File)

Self Review: **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.**

TPRD provides a park system that offers high-quality facilities, programs, and services for all ages and abilities. A broad spectrum of recreation, athletics, health and wellness and special events for a culturally and socio-economically diverse community are available to all residents and non-residents. Based on socio-economic status some clients may qualify for a sliding scale discount.

Evidence of Compliance:

1. City of Tucson Parks and Recreation Program/Service Matrix (File 6.1.1 #1)
2. City of Tucson Parks and Recreation Program Delivery Matrix (File 6.1.6 #4)
3. Parks and Recreation Program Guide and Class Catalog (Library)
<http://www.tucsonaz.gov/parksandrec/programguide.php>
4. Department Calendar (File 6.4 #3)
5. Sliding Scale Discount Policy (File 6.4 #5)
6. Program Promotional Samples (Library)

Self Review: **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.

The programs, events, and services offered by TPRD are determined through community input (neighborhood association and user group meetings, participant feedback, facility operations, and advisory committees), agency collaboration (Pima Council on Aging, University of Arizona, Pima Community College, Community Food Bank, 4-H), and demographic statistics (<http://www.tucsonaz.gov/planning/data/census/census2000basic/basicpub/funfacts2000.pdf>). The information received is reviewed and used to provide information on the changing nature of the community and individual neighborhoods. Programs, events, and services are added, removed, or modified to reflect the culture, ages, interests, and abilities of our customers.

TPRD's Program Delivery Matrix (Objective 6.1.6) summarizes programs and services currently offered. Programs, events, and services are consistent with the program determinants identified in the TPRD's Program Service Matrix (Objective 6.1). The scope of the department's programs and the primary purpose are found in the City of Tucson Parks and Recreation Program Guide and Class Catalog (three times a year publication), on the Department's web site www.tucsonaz.gov/parksandrec, and in the Department's monthly Calendar of Events.

Evidence of Compliance:

1. City of Tucson Parks and Recreation Program Service Matrix (File 6.1.1 #1)
2. Parks and Recreation Program Guide and Class Catalog (Library)
<http://www.tucsonaz.gov/parksandrec/programguide.php>
3. Department Calendar (File 6.4 3 #3)
4. City of Tucson Parks and Recreation Strategic Plan, pg. # 17/Lifetime Customer S:\Capital Planning and Development\Strategic Plan 2010 (Library)
5. Program Promotional Samples (Library)

Self Review: 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.

TPRD offers a multitude of programs ranging from passive to very active for all ages. These programs are facilitated by recreation professionals that emphasize the benefits of the specific activity. Out-of-School program staff facilitates the CATCH (Coordinated Approach to Child Health) program that emphasizes health, nutrition, and individuals' well being; Leisure Class staff promotes creativity in the arts; Aquatics programs teach water safety and the benefits of aquatic exercise; and Recreation staff coordinate various programs that promote cardiovascular health, weight loss, strength, and flexibility, including the El Pueblo Fitness-Walk Club and Step into Boom Fitness Club.

TPRD heavily markets education for leisure through various mediums. The benefits for leisure can be found on the web site, on various shows/programs on City Channel 12, district DVD productions, and in every Program Guide and Class Catalog. Likewise, at the forefront of leisure education is the Department Marketing Plan.

TPRD has a long history of getting in front of the community at various career fairs, public meetings, and special events. Examples include: NAU Job Fair and guest lecture series, University of Arizona Job Fair, local high school career days, speaking engagements (i.e., Rotary, Lions Club), South Neighborhood Association of Presidents (SNAP) meetings, the Department's Family Festival in the Park (showcasing all programs and areas of operation).

Evidence of Compliance:

1. City Web Site www.ci.tucson.az.us/parksandrec/
2. REC 365 Show at <http://www.tucson12.tv/programs/Rec365/index.php>
3. Parks and Recreation Program Guide and Class Catalog (Library & File 6.1.1 #2))
<http://www.tucsonaz.gov/parksandrec/programguide.php>
4. Fitness – Walk Club Flyer (File)
5. Step into Boom Fitness Flyer (File)
6. CATCH Examples (File)
7. Family Festival in the Park Flyer (File)
8. Job Fairs Promo Southwest District DVD (File)
9. Conexion 12 Senior Olympics (File)
10. Newspaper Articles (File)
11. TPRD's Marketing Plan (Library)

Self Review: 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.**

TPRD strives to offer a wide variety of programs and services to the community that meet the diverse needs and interests of our residents and non-residents. Those needs and interests are determined by analysis and review of a variety of data including; local recreation and leisure trends, Class System Reports, Membership Reports and Sports Unit Reports. In addition, demographic statistics are reviewed to provide information on the changing nature of the community and individual neighborhoods.

Evidence of Compliance:

1. Summary and Definition of Class System Reports (File)
2. Sports Unit Performance Measures Report (File)
3. Sports Unit Participation Numbers Report (File)
4. Membership Statistics Report (File)
5. Class System Report (File)
6. KIDCO Registration Report (File)
7. Demographics Statistics Link
<http://cms3.tucsonaz.gov/planning/maps/census/>

Self Review: MET

SECTION 7.0

FACILITY AND LAND USE MANAGEMENT

- 7.1 Acquisition of Park and Recreation Lands**
- 7.2 Development of Areas and Facilities**
- 7.3 Defense against Encroachment**
- 7.4 Disposal of Lands**
- 7.5 Maintenance and Operations Management Plan**
 - 7.5.1 Facility Legal Requirements**
 - 7.5.2 Preventive Maintenance Plan**
 - 7.5.3 Recycling**
- 7.6 Fleet Management Plan**
- 7.7 Agency-Owned Equipment and Property**
- 7.8 Natural Resource Management & Environmental Stewardship**
- 7.9 Environmental Sustainability**
- 7.10 Maintenance Personnel Assignment**
- 7.11 Capital Asset Depreciation and Replacement**

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.

The authority to acquire parks and recreation lands has been delegated to the City of Tucson by the State of Arizona. The City Charter implements this authority. The purpose is to purchase lands for park, recreation, conservation, and historical/cultural purposes. This includes all land through purchase, acceptance of gifts and bequests and on occasion through right of condemnation. Acquisition of lands will be for current and future needs.

Evidence of Compliance: (unless otherwise indicated, hard copy located in file)

1. Arizona Revised Statute <http://www.azleg.gov/arizonarevisedstatutes.asp>
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)
2. City of Tucson Land Use Code <http://www.tucsonaz.gov/planning/codes/luc/lucweb/>
Article 5 - Administration Divisions, 1. Powers & Duties
3. City of Tucson Code
<http://library.municode.com/index.aspx?clientId=11294&stateId=3&stateName=Arizona>
Chapter IV – Power of City
Sec. 1 # 4 through 6, 9, 13, 22 through 26
4. City of Tucson Administrative Directives <http://intranet.ci.tucson.az.us/index.php/policies-and-directives-mainmenu-48/administrative-directives-mainmenu-181>
1.07.7 - Protection of Archaeological and Historical Resources in City Projects
4.02-1 - Real Property Acquisition, Lease Management and Disposition

Self Review: 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.

The impact of the City of Tucson and surrounding community is considered when land development is needed for areas and facilities in the current and future planning. All considerations of the community impacted by land development are considered before the

implementation of the development of the land. An open forum is provided for the concerns of the community and questions are answered by the involved agencies. Development of lands is for the growth, safety and well being of the City of Tucson.

Evidence of Compliance: (unless otherwise indicated, hard copy located in file)

1. City of Tucson General Plan
<http://cms3.tucsonaz.gov/sites/default/files/imported/docs/generalplan.pdf>
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
2. City of Tucson Development Standards
http://www.tucsonaz.gov/dsd/Codes_Ordinances/DevStandards.pdf
Section 1, 1-01 Procedures for the Establishment of Development Standards
3. City of Tucson Municipal Code
<http://library.municode.com/index.aspx?clientId=11294&stateId=3&stateName=Arizona>
Chapter 23A – Development Compliance Code
4. City of Tucson Land Use Code <http://www.tucsonaz.gov/planning/codes/luc/lucweb/>
Article II. Zones, Division 8, Overlay Zones Historic Preservation Zone, 2.8.8
5. City of Tucson Administrative Directives <http://intranet.ci.tucson.az.us/index.php/policies-and-directives-mainmenu-48/administrative-directives-mainmenu-181>
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

Self Review: **MET**

7.3 Defense Against Encroachment

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

TPRD follows Policies and Procedures set forth in the City of Tucson General Plan to identify lands which are available for park purposes as well as to protect existing park land from encroachment.

Evidence of Compliance: (unless otherwise indicated, hard copy located in file)

1. City of Tucson General Plan <http://www.tucsonaz.gov/planning/plans/genplan/gpintro.pdf>
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

Self Review: **MET**

7.4 Disposal of Lands

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

According to the Arizona Revised Statutes the City or town may sell and dispose property. It is very rare that any parks and recreation land is disposed. If so it would fall under the same umbrella as disposing of real property. Bids need to be made and public advertisement through the newspaper is required.

Evidence of Compliance: (unless otherwise indicated, hard copy located in file)

1. Arizona Revised Statutes <http://www.azleg.gov/arizonarevisedstatutes.asp>
Title 9 – Cities & Towns
Chapter 4 – General Powers
Article 1 – Purchase, Sale or Lease of Property (9-402, 9-405, 9-407)
2. City of Tucson Land Use Code <http://www.tucsonaz.gov/planning/codes/luc/lucweb/>
Article 5 - Administration Divisions, 1. Powers & Duties
3. City of Tucson Administrative Directives
<http://intranet.ci.tucson.az.us/index.php/policies-and-directives-mainmenu-48/administrative-directives-mainmenu-181>
4.02-1, Real Property Acquisition, Lease Management and Disposition
4. City of Tucson Municipal Code
<http://library.municode.com/index.aspx?clientId=11294&stateId=3&stateName=Arizona>
Part I. - Charter
Chapter IV. Powers of Mayor, Sec. 1 – Enumerated 5, 24, 28
Chapter VII. Powers of Mayor & Council, Sec. 1 – Enumerated 29

Self Review: 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.

TPRD has written maintenance management standards for park areas, facilities and equipment. The General Services Department Facilities Management Division conducts safety inspections and completes all repairs and maintenance of buildings and permanent structures within TPRD. The formal Parks and Recreation Maintenance Management Program was first introduced in July of 2006, and its development is an ongoing process. The PRMMP was initiated to assure that the maintenance of parks in the Tucson Parks & Recreation Department jurisdiction meet acceptable and expected standards. The overall goal of the PRMMP, once fully developed, will be to capture all infrastructure assets with specifications, condition and maintenance records associated, and to record all activity work reporting for all resource groups, including labor, materials, equipment, and contracts linked to specific assets.

At a minimum, the TPRD's maintenance districts realize the following benefits from a structured maintenance management program:

- Opportunity for improved allocation of resources;
- Enhanced communication among supervisory, inspection and field maintenance personnel;
- Better planning, understanding and control of maintenance activities;
- Improved customer service as well as time certain response to customer complaints; and
- Timely /accurate field data for improved planning and budgeting.

As mentioned previously, the development of this PRMMP is ongoing. Currently, the TPRD PRMMP operates with the following:

- Written guidelines addressing the process and/or procedures required to implement a physical asset inventory of the facilities to be maintained
- Defined levels of service.
- Defined activities to be reported
- Defined performance standards
- Operating policies and procedures
- Data collection to provide information necessary for efficient and accountable allocation of staff, equipment and materials.

At present, work reporting is being done by all field staff on a daily basis for all labor associated with activities defined in the program. These reports are reviewed by the supervisor, and entered by data entry staff into an internally-designed intranet-based computer system for data analysis by the IT Systems Analyst/MMP Manager. Future plans include the procurement of Maintenance Management software to capture the data defined as important by the in-house PRMMP Technical Advisory Committee. Further training and reporting on the use of materials, supplies and equipment will begin once this software is obtained.

Evidence of Compliance: (unless otherwise indicated, hard copy located in file)

1. City of Tucson General Services Department Facilities Management Building Maintenance Agreement FY 2009-2010
2. City of Tucson Parks & Recreation Maintenance Management Program Operational Manual, July 2006 (Binder in Library)
3. City of Tucson Parks & Recreation MMP Index Page – Intranet Site
<http://parks MMP.ci.tucson.az.us/MMP/index.cfm>
4. City of Tucson Parks and Recreation Maintenance Management Program Training Power Point (handout format and CD) – PRMMP Training Materials folder
5. City of Tucson Parks and Recreation Maintenance Management Program Performance Standards booklet. October 2007 (File)
6. Tucson Parks and Recreation Maintenance Management Program Activity Description and Reference Guide, October 2007 (File)
7. Tucson Parks & Recreation Facility List from Class System / District Maps – Facility List & Maps folder
8. Sample Work Report Forms folder
9. Multi-Agency Inspection Team (A.D., Inspection package and explanation)
http://intranet.ci.tucson.az.us/css/page.php?path=content/left_navbar/maits.html
10. Tucson Parks & Recreation Department Procedure and Regulation Manual
 - 7.5-21 PRMMP Activity/Performance Standards
 - 7.5-22 PRMMP Work Reporting
 - 7.5-23 PRMMP Staff Assignments and Obligations
 - 7.5-24 PRMMP Data Entry
 - 7.5-25 PRMMP Data Review & Approval
 - 7.5-26 PRMMP New System User and Training
 - 7.5-27 PRMMP Employee Data Management
 - 7.5-28 PRMMP Promotions & Transfers
 - 7.5-29 PRMMP Additions/Changes to Technology

11. City of Tucson Administrative Directives
<http://intranet.ci.tucson.az.us/index.php/policies-and-directives-mainmenu-48/administrative-directives-mainmenu-181>
6.01-5 Vehicle Processing – Thomas O. Price Service Center

Self Review: 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.

Legal requirements are reviewed by the City of Tucson Attorney's Office to ensure appropriate practices and procedures are in compliance with guidelines related to facilities, licenses, sanitary regulations, fire laws, safety measures and inspections. The TPRD Standards Committee reviews and up-dates policies and procedures on a bi-monthly or as needed basis.

TPRD conducts monthly Park Quality Control Inspections that review the legal requirements for facilities, comfort stations, ramadas, turf condition, parking lots, signs, walking & bike paths, trash control, maintenance buildings & compounds, and playgrounds. TPRD requires each facility to have current Material Safety Data Sheets (MSDS) on site. MSDS are reviewed and updated on an annual basis.

The Pima County Health Department is primarily responsible for the health code enforcement. The Consumer Health and Food Safety program was developed to ensure the compliance with food service regulations, and regularly inspect kitchens, concession stands, swimming pools and other food service facilities within TPRD and other food service establishments in Pima County.

TPRD facilities, services, programs and activities are required to be accessible to all people. Under the Americans with Disabilities Act, the City of Tucson's Office of Equal Opportunity enforces design guidelines and standards for accessible buildings, recreation facilities, play areas, auditoriums and other outdoor facilities.

TPRD uses a Multi-Agency Inspection Team (MAIT) that conducts annual facility inspections that includes employee and public safety issues, work environments and a review of work practices and safety programs. This inspection includes safety and security functions such as, automatic sprinklers, fire alarms, fire and security doors, electrical cabinets and panels, fire extinguishers, and flammable liquids and chemicals. Emergency Evacuation plans and safety zones are established for each division including Aquatics, Centers, Facilities and Golf.

TPRD employees are required to attend their Core Training prior to their initial job assignment. Their core training includes the Occupational Safety and Health training, which covers Hazard Communication, Personal Protective Equipment, Accident Reporting, and blood borne pathogens. Employees in specific classifications are also required to be First Aid & CPR certified. Those employees are required to take a bi-annual First Aid / CPR recertification. All employees are required to take an annual OSHA refresher.

Initial Job Specific trainings are to be completed prior to the employee performing an assigned task that is requiring specialized training, such as Fleet Driver training, Heavy Equipment Operations, or Pesticide License Training. Central Safety Services conducts a Job Hazard Assessment for each position and lists their required trainings and keeps record of employee certification dates. The State of Arizona's Office of Pest Management has a record-keeping system for Tucson Parks and Recreation employee's certification dates.

Occupational Safety and Health Manual, A.D. Policy: It is the policy of the City of Tucson to assure awareness by all employees of the basic Occupational Safety and Health measures necessary to prevent the occurrence of occupational disease or accidents to themselves and others. Accordingly, the City has published the Occupational Safety and Health manual (OSHM) to describe procedures relating to employee accidents and departmental loss prevention activities. Departmental administrators shall ensure that the provisions of the manual are implemented by departmental staff at all levels.

Evidence of Compliance: (unless otherwise indicated, hard copy located in file)

1. Park Quality Control Inspection Guidelines and Forms
2. City of Tucson Central Safety Services - Material Safety Data Sheets & Online 3E MSDS Lookup website
<http://intranet.ci.tucson.az.us/tfdtr/mcmanuals/msds/>
<http://intranet.ci.tucson.az.us/css/> (Click on Electronic MSDS)
3. City of Tucson Administrative Directives
<http://intranet.ci.tucson.az.us/index.php/policies-and-directives-mainmenu-48/administrative-directives-mainmenu-181>
2.05-7 Accessibility in Programs and Services
3.04-2 Occupational Safety and Health Manual (copy in Library)
http://intranet.ci.tucson.az.us/css/page.php?path=content/left_navbar/oshm.html
4. City of Tucson Central Safety Services - Job Hazard Assessment / Required Trainings <http://intranet.ci.tucson.az.us/css/page.php?path=JHA/jhamain.html>
5. 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>
6. Sample MAIT Inspection results
7. Pima County Consumer Health and Food Safety Information
<http://www.pimahealth.org/healthfood/index.html>
8. State of Arizona Office of Pest Management Laws for Certification, Registration and Licensure http://www.sb.state.az.us/PDFDocuments/Laws&Rules/OPM_Statutes7-07-08.pdf
Article 2 sections 32-2311 – 32-2319

Self Review: 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.

TPRD facilities and parks are cooperatively maintained by the Parks and Recreation Department and the General Services Department Facilities Management Division. The Facilities

Management Division conducts safety inspections, repairs and preventative maintenance related to permanent building structures within parks, i.e. comfort stations, ramadas, recreation centers, etc.

TPRD conducts monthly inspections of the playgrounds, park amenities, and recreation facilities. Park amenities identified as needing repair are taken care of by Park Maintenance staff through regular maintenance or work orders for more extensive projects. If a permanent structure needs repairs, a work order is completed and sent to the Facility Maintenance Department who will schedule the repair.

TPRD uses a Multi-Agency Inspection Team (MAIT) that conducts annual facility inspections that includes employee and public safety issues, work environments and a review of work practices and safety programs. This inspection includes safety and security functions such as, automatic sprinklers, fire alarms, fire and security doors, electrical cabinets and panels, fire extinguishers, and flammable liquids and chemicals. Emergency Evacuation plans and safety zones are established for each division including Aquatics, Centers, Facilities and Golf.

Evidence of Compliance: (unless otherwise indicated, hard copy located in file)

1. Tucson Parks & Recreation Department Procedure and Regulation Manual
 - 7.5-09 Internal Service Requests/Work Assignments
 - 7.5-19 Playground Equipment Inspection and Maintenance
 - 7.5-20 Facility and Park Inspections and Maintenance
2. City of Tucson General Services Department Facilities Management Building Maintenance Agreement FY 2009-2010
3. 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>
4. Multi-Agency Inspection Team (Definition and link to Inspection Package)
http://intranet.ci.tucson.az.us/css/page.php?path=content/left_navbar/maits.html
5. Sample MAIT Inspection results
6. Park Quality Control Inspection Guidelines located on the City of Tucson Shared Drive (S:/Parks/Park Quality Control Inspection)

Self Review: **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.

TPRD adheres to recycling guidelines established in City of Tucson Administrative Directive 8.01-2, Recycling at City of Tucson Governmental Offices, Sponsored or Co-Sponsored And/Or Hosted Events. All TPRD facilities and offices contain recycling containers and employees are required to recycle all materials accepted in the City's recycling program. All City of Tucson sponsored or co-sponsored events are required to provide recycling for participants.

The City of Tucson Environmental Services Department has a recycling program that is involved in public outreach to promote environmental education as well as recycling. Environmental Services staff are included in monthly TPRD Special Events Planning Meetings to discuss recycling at large community events. Environmental Services also provides recycling containers for large events.

TPRD works in conjunction with the Environmental Services Department to offer community recycling centers in several City Parks.

Evidence of Compliance: (unless otherwise indicated, hard copy located in file)

1. City of Tucson Administrative Directives
<http://intranet.ci.tucson.az.us/index.php/policies-and-directives-mainmenu-48/administrative-directives-mainmenu-181>
8.01-2 Recycling at City of Tucson Governmental Offices, Sponsored or Co-Sponsored and/or hosted events.
2. Environmental Services Department “Tucson Recycles” Annual Report – 2008
<http://esd.tucsonaz.gov/>

Self Review: 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.

The City of Tucson has established guidelines and checklists for the General Services Department’s, Fleet Management Division. All vehicles are subject to regularly scheduled preventative maintenance. Records associated with repair and maintenance of vehicles and equipment are maintained through the Fleet Management Division. Replacement information is maintained on all vehicles by the Fleet Management Division, and a recent revision in policy has now placed responsibility for replacement with the TPRD.

Appropriate use of City vehicles is also outlined in City of Tucson Administrative Directives. All Departments throughout the City of Tucson are to adhere to these guidelines established by the Fleet Management Division.

Evidence of Compliance: (unless otherwise indicated, hard copy located in file)

1. City of Tucson Administrative Directives
<http://intranet.ci.tucson.az.us/index.php/policies-and-directives-mainmenu-48/administrative-directives-mainmenu-181>
6.01-1 Responsibilities Regarding Utilization of City Vehicles.
6.01-2 Motor Vehicle and Equipment, Acquisition, Maintenance, Repair, Retention and Disposal
6.01-4 City Vehicle Motor Pools
6.01-5 Vehicle Processing – Thomas O. Price Service Center
2. City of Tucson General Services Department Fleet Services website
<http://www.tucsonaz.gov/generalservices/fleet/1fleetadmin.html>
3. Snapshots of City of Tucson Fleet Management computer system
 - a. Class PM Section (snap-shot).xls
 - b. Class PM Service Pattern.xls
 - c. Class Task Info.xls
 - d. Equipment Class Primary.xls
 - e. Equipment Class Basic (snap-shot).xls
 - f. Work Order Completion 1,2,3.xls

4. City of Tucson General Services Fleet Management Division Parks & Recreation Equipment Inventory (also located on S:/ Drive –Adcommon/ Parks/All Districts/Parks Equip.xls)

Self Review: 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.

TPRD follows all City of Tucson policies and procedures regarding purchases, issuance and maintenance of city-owned equipment and property. Each District (including but not restricted to supervisors, superintendents, administrators) is responsible for ensuring equipment is properly maintained through regular inspection, maintenance contracts with outside vendors and/or preparing work orders as needed.

Fleet maintenance and Facility maintenance is conducted through Fleet Services or Facilities Management Divisions of the General Services Department. Employees receive instruction on the proper use and care of new equipment from vendors and Supervisory staff. Additional policies and procedures regarding purchasing, distributing, inventory, training, and storage of agency equipment is contained in the Parks and Recreation Department Procedure and Regulation Manual.

Evidence of Compliance: (unless otherwise indicated, hard copy located in file)

1. City of Tucson Municipal Code - Chapter 28 – Tucson Procurement Code
<http://intranet.ci.tucson.az.us/index.php/policies-and-directives-mainmenu-48/administrative-directives-mainmenu-181>
2. City of Tucson Administrative Directives
<http://intranet.ci.tucson.az.us/index.php/policies-and-directives-mainmenu-48/administrative-directives-mainmenu-181>
 - 1.02-7 Planning, Review and Acquisition of Information Technology (Policy 406)
 - 3.02-2 Payment Authorization for Services/Items Procured Outside the City's Procurement Process (DA-23)
 - 3.02-5 Financing of Equipment or other Property
 - 4.01-3 Fixed Assets and Other Equipment
 - 6.01-2 Motor Vehicle and Equipment Acquisition, Maintenance, Repair, Retention and Disposal
3. TPRD Inventory listing
4. City of Tucson Central Safety Services - Material Safety Data Sheets & Online 3E MSDS Lookup website <http://intranet.ci.tucson.az.us/tfdtr/mcmanuals/msds/>
<http://intranet.ci.tucson.az.us/css/> (Click on Electronic MSDS)
5. Tucson Parks & Recreation Department Procedure and Regulation Manual
 - 3.4-03 Acquisition, Inventory, and Installation of Information Technology Software & Equipment
 - 4.1-04 Cellular Phones – Use and Procedure Guidelines
 - 4.1-16 Care and Maintenance of City Vehicles
 - 4.1-17 Care and use of City Property
 - 4.1-21 Tools & Equipment Responsibility
 - 4.1-22 Tools & Equipment Check-out System
 - 4.1-25 Work Area Cleanliness, Safety, and Security
 - 5.2-02 Purchasing Documentation

- 5.2-03 Purchase Requisitions
- 5.2-07 Approval of Purchases, Stores Requisitions
- 5.4-01 Transferring or Disposing of City Assets
- 5.2-09 Ordering Supplies from City Stores
- 5.4-03 Documenting Equipment Purchases
- 5.4-04 Annual Fixed Asset and other Equipment Inventory Verification
- 5.4-05 Equipment Intake Practices
- 5.4-06 Facility Resource Inventory

Self Review: MET

7.8 Natural Resource Management and Environmental Stewardship ★

Standard: There shall be environmentally sound policies and procedures that are integral to all operations.

TPRD adheres to the Policies that are outlined in the City of Tucson General Plan(adopted November 13, 2001) as well as the City of Tucson’s Land Use Ordinances, Development Standards, and Municipal Codes.

Evidence of Compliance: (unless otherwise indicated, hard copy located in file)

1. City of Tucson General Plan
<http://www.tucsonaz.gov/planning/plans/genplan/gpintro.pdf>
 Element 1 - Growth Area and Population, Policies 28, 29
 Element 2 – Land Use, Policy 10
 Element 3 – Circulation, Policy 6
 Element 4 - Community Character and Design, Policy 2
 Element 7 – Safety, Policies 1, 2
 Element 8 - Water Resources, Policies 9, 14
 Element 10 - Parks, Recreation, Open Space and Trails (PROST)
 Policies 1, 2, 8, 9, 10, 11
 Element 14 - Environmental Planning and Conservation Policy
 Policies 1, 3, 4, 5, 6, 7, 8, 9, 10, 12, 13, 15, 17, 19, 28, 30, 31, 32, 34, 35, 36
2. City of Tucson Land Use Code <http://www.tucsonaz.gov/planning/codes/luc/lucweb/>
 Article 2: Zones
 Article 9. Open Space Zone: Sections 2.9.1.1 – 2.9.1.5
 Article 3: Development Regulations
 Article 7. Landscaping & Screening Regulations: Sections 3.7.1 – 3.7.7
 Article 8. Native Plant Preservation: Sections 3.8.1 - 3.8.8
3. City of Tucson Development Standards
http://www.tucsonaz.gov/dsd/Codes_Ordinances/DevStandards.pdf
 Section - 2-06.0.0 Landscaping Standards
 Section - 2-15.0.0 Native Plant Preservation Standard
 Section - 2-16.0.0 Landscape Plant Materials
 Section - 9-01.0.0 Hillside Development Site Improvement
 Section - 9-06.0.0 Floodplain, WASH and ERZ
 Section - 10-01.0.0 Stormwater Detention/Retention Manual (binder in Library)

Section - 10-02.0.0 City of Tucson Standards Manual for Drainage Design and floodplain Management in Tucson, AZ (binder in Library)

Section - 10-03.0.0 Water Harvesting Manual

4. City of Tucson Municipal Code

<http://library.municode.com/index.aspx?clientId=11294&stateId=3&stateName=Arizona>

Chapter 26: Floodplain, Stormwater and Erosion Hazard Management

Chapter 6, Article VIII: Rainwater Collection

Self Review: 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.

The City of Tucson is leading the community toward sustainability. Globally there has been a movement and Tucson has assumed a leadership role in promoting economically, environmentally, and socially sustainable urban living. In 2006 the city made a commitment to ensure that sustainability remains a key focus in its programs and operations through the creation of the Office of Conservation and Sustainable Development (OSD). The creation of OSD made Tucson one of the first cities in the nation with a separate office dedicated to sustainability.

TPRD also addresses issues of environmental sustainability through the Tucson Parks and Recreation Commission, with Sustainability Practices on the agenda at each monthly meeting conducted. This standing agenda item was recommended by a Commission member in November 2008, in order to maintain continuing discussions of how TPRD can increase efforts to move toward green and sustainable practices through programming and planning for future development.

Evidence of Compliance: (unless otherwise indicated, hard copy located in file)

1. City of Tucson General Plan <http://www.tucsonaz.gov/planning/plans/genplan/gpintro.pdf>
Element 14 - Environmental Planning and Conservation Policy
2. City of Tucson Energy Office website <http://www.tucsonaz.gov/energy/contact.html>
3. City of Tucson Office of Conservation and Sustainable Development Annual Report <http://www.tucsonaz.gov/ocsd/>
4. City of Tucson Water Department website <http://www.tucsonaz.gov/water/ordinances.htm>
Emergency Water Conservation - Ordinance 8461
Xeriscape Landscaping and Screening Regulations – Ordinance 7522
Smartscape Program Information
5. City of Tucson Administrative Directives
<http://intranet.ci.tucson.az.us/index.php/policies-and-directives-mainmenu-48/administrative-directives-mainmenu-181>
8.01-1 Environmental Incident Notification Procedure
8.02-2 Recycling at City of Tucson Governmental Office, Sponsored or Co-Sponsored and/or Hosted Events

6. City of Tucson Municipal Code
Chapter 6, Article VIII: Rainwater Collection – Ordinance 10597
7. Sample meeting agendas from Tucson Parks and Recreation Commission.

Self Review: 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.

The Parks Division of TPRD is responsible for the maintenance of the City’s 127 developed parks and its numerous swimming and center’s facility grounds. The General Services Department, Facilities Management Division performs building maintenance for TPRD. Permanent custodial staff as well as contracted custodial assistance is utilized to maintain department-owned buildings.

Parks maintenance is performed by permanent and non-permanent staff, plus contracted landscape maintenance providers under the supervision of the various district Parks Supervisors. Parks personnel may be assigned to specialized maintenance crews (such as: Tree trimmers, irrigation, athletic fields, etc.). Personnel are hired and assigned according to their type and degree of experience in accordance with the City of Tucson’s Human Resources Department Policies and Procedures.

Evidence of Compliance: (unless otherwise indicated, hard copy located in file)

1. City of Tucson Human Resources Department Website Listing of Job Descriptions
<http://www.tucsonaz.gov/sigma/InfoListings.aspx>
2. Sample TPRD Job Descriptions
3. City of Tucson Administrative Directives
<http://intranet.ci.tucson.az.us/index.php/policies-and-directives-mainmenu-48/administrative-directives-mainmenu-181>
 - 2.02-12A Civil Service Open Competitive Recruitment, Examination, Certification and Appointment
 - 2.03-4 Departmental Safety Programs and Disciplinary Guidelines Infractions of Safety Violations
 - 3.04-2 Occupational Safety and Health Manual (copy in Library)
http://intranet.ci.tucson.az.us/css/page.php?path=content/left_navbar/oshm.html
4. Tucson Parks & Recreation Department Procedure and Regulation Manual
 - 4.1-14 Personnel Evaluation Process
 - 4.1-16 Care and Maintenance of City Vehicles
 - 4.1-17 Care and Use of City Property
 - 4.1-21 Tools & Equipment Responsibility
 - 4.1-22 Tools & Equipment Check-out System
 - 4.1-25 Work Area Cleanliness, Safety, and Security
 - 7.5-08 Chemical Spraying – Weed & Pest Control
 - 7.5-09 Internal Service Requests/Work Assignments
 - 7.5-13 Sprinkler System Maintenance

- 7.5-16 Routine Park Cleaning, Maintenance and Identifying Hazardous Conditions
- 7.5-17 Turf Rehabilitation, Fertilization, Aeration, and other Treatments
- 7.5-18 Ball Field Maintenance
- 7.5-19 Playground Equipment Inspection and Maintenance
- 7.5-20 Facility Inspection & Maintenance
- 7.5-21 PRMMP Activity/Performance Standards
- 7.5-22 PRMMP Work Reporting
- 7.5-23 PRMMP Staff Assignments and Obligations
- 7.5-30 Safe Pesticide Handling Process
- 8.2-01 Reflective Safety Vests
- 5. Multi-Agency Inspection Team (Definition and link to Inspection Package)
http://intranet.ci.tucson.az.us/css/page.php?path=content/left_navbar/maits.html
- 6. Sample MAIT Inspection results
- 7. City of Tucson Safety First / Employee Safety Manual
- 8. TPRD Organizational Charts
- 9. TPRD New Employee Orientation
- 10. City of Tucson General Services Department Facilities Management Building Maintenance Agreement FY 2009-2010
- 11. City of Tucson Human Resources Department, Central Safety Services website Training sites <http://intranet.ci.tucson.az.us/css/> and Safety Video Library <http://intranet.ci.tucson.az.us/css/pdfs/videos/CentralSafetyVideos.pdf>

Self Review: 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.

The City of Tucson relies on the General Services Department (Fleet Services Division and Facilities Management Division), and the Information Technology Department to establish guidelines and schedules for the replacement of Property, Equipment and Facilities. TPRD staff is responsible to communicate to supervisory staff when equipment becomes unsafe and replacement needs to take place. When this occurs the proper paperwork must be submitted and approved by the TPRD Director.

Evidence of Compliance: (unless otherwise indicated, hard copy located in file)

1. City of Tucson Administrative Directives
<http://intranet.ci.tucson.az.us/index.php/policies-and-directives-mainmenu-48/administrative-directives-mainmenu-181>
 - 1.02-7 Information Technology Investment Management (Policy 406)
 - 1.07-4 Design, Construction and Renovation of City Buildings
 - 1.07-6 Code Compliance in City Improvement Projects
 - 1.08-2 Communications and Other Electronic Equipment
 - 3.02-5 Financing of Equipment or Other Property
 - 3.05-3 Financial Participation Agreements, Master Operating Agreements, and Memoranda of Understanding
 - 4.01-3 Fixed Assets and Other Equipment
 - 6.01-2 Motor Vehicle and Equipment, Acquisition, Maintenance, Repair, Retention and Disposal

2. Tucson Parks & Recreation Department Procedure and Regulation Manual
 - 4.1-17 Care and Use of City Property
 - 5.2-03 Purchase Requisitions
 - 5.4-01 Transferring or Disposing of City Assets
 - 5.4-03 Documenting Equipment Purchases
3. City of Tucson General Services Department Fleet Services website
<http://www.tucsonaz.gov/generalservices/fleet/1fleetadmin.html>

Self Review: **MET**

SECTION 8.0

PUBLIC SAFETY, LAW ENFORCEMENT AND SECURITY

- 8.1 Laws and Ordinances**
- 8.2 Authority to Enforce Laws by Law Enforcement Officers**
- 8.3 Law Enforcement Officer Training**
- 8.4 Public Safety and Law Enforcement Role of Agency Staff**
 - 8.4.1 Staff Liaison to Law Enforcement Officers**
 - 8.4.2 Public Safety & Law Enforcement In-Service Training for Staff**
 - 8.4.3 Handling of Disruptive Behavior**
 - 8.4.4 Traffic Control, Parking Plans, and Crowd Control**
 - 8.4.5 Handling of Evidentiary Items**
- 8.5 General Security Plan**
- 8.6 Emergency Management Plan**
 - 8.6.1 In-Service Training for Agency Staff**

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.

Tucson City Code authorizes police and, specifically, the Chief of Police, to enforce laws within the City, which includes all parks and recreation facilities within the City. In addition, there are laws and ordinances enacted specifically for the control and management of parks and recreation areas and facilities.

Evidence of Compliance:

1. Tucson Municipal Code Part I, Chapter X, Section 7: Powers and Duties of Officers other than Mayor and Members of Council. (Library and File)
2. Tucson Municipal Code Part II, Chapter XXI, Section 6: Enforcement. (Library and File)
3. Tucson Municipal Code Part II, Chapter XXI, Sections 21-3 through 21-8: Regulations regarding Park Use. (Library and File)
4. Photographic Evidence of Park Signage: Regulations regarding Park Use. (File)

Self Review: 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.

Tucson Municipal Code clearly defines 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.

Evidence of Compliance:

1. Tucson Municipal Code Part II, Chapter XXI, Section 6. (Library and File)

Self Review: 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.

Officers of the Tucson Police Department have the authority to enforce laws within areas and facilities under the jurisdiction of the agency (as described in Standard 8.2) and are required to

have proper training in order to carry out their roles and responsibilities, as defined in Tucson Police Department General Orders.

Evidence of Compliance:

1. Tucson Police Department General Orders, Volume 5, Sections 5010-5024. (File)
2. Example of Syllabus of Training Procedures: Section 585-Model Lesson Plan: Traffic Direction 4.5. (File)

Self Review: 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.**

Agency staff plays 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.

All facilities and parks have rules, regulations, and/or ordinances that clearly inform the public of legal expectations and general rule compliance.

Evidence of Compliance:

1. Sample Rental/Reservation Permit. (File)
2. Sample Use Invoice. (File)
3. Sample Beer Permit. (File)
4. Photographic Evidence: Examples of Park Rules, Regulations, and Ordinance Signage. (File – 8.1, Attachment #4)

Self Review: 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.**

Agency staff, through 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, and independent parameters of the scale, complexity, and/or severity of the situation.

Evidence of Compliance:

1. Tucson Municipal Code Part II, Chapter XXI, Section 6: Enforcement. (Library and File)
2. Sample Notice of Periodic Civic Events Meeting. (File)
3. Sample Notice of Pre-Season Colorado Rockies Logistics Meeting. (File)

Self Review: 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.

The role of staff in public safety and law enforcement and relationships with law enforcement officers having jurisdiction within parks and recreation areas and facilities are fully described in manuals used for training and orientation. This training takes place annually with front-line staff.

Evidence of Compliance:

1. Recreation Programs Employee Handbook, Revised 2009, Section III, Pages 69-95 – (Library and File)
2. City of Tucson Emergency Procedures Guide, Risk Management Division, Central Safety Services, November 2007. (Library and File – Entire Manual)

Self Review: 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.

Procedures are outlined in the Recreation Programs Employee Handbook. Training for employees is conducted annually. Discipline procedures are clearly defined for program participants and the general public.

Incidents are documented through the use of Incident Reports, Property Damage/Personal Injury Reports, and/or Supervisor's Report of Injury. Pending the severity of the behavior, TPRD relies on law enforcement accordingly.

Evidence of Compliance:

1. Recreation Programs Employee Handbook, Revised 2009, Section II, Pages 54-71 and Section III, Pages 85-86. (Library and File)
2. Example of On-Line Report of Injury. (File)
3. Parks and Recreation Department Procedure and Regulation Manual #2.10 – Reporting Public Injury (File)

Self Review: 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.

Roadblocks and street closures for temporary event activities are handled by the City of Tucson Traffic Engineering Department and Tucson Police Department through the Civic Event Application process. All events are evaluated, and coordination of road closures and traffic is handled by the Tucson Police Department and Traffic Engineering.

Prior to each event, a plan must be submitted by the sponsor and/or requesting agency to the Tucson Police Department for review. The application is then submitted to Traffic Engineering for review of crowd size, necessary barricades, signs, and/or other equipment needed. Both departments are rigorously trained in all aspects of traffic and crowd control. All applications must be reviewed by both departments.

During these events, 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. TPRD works very closely with Traffic Engineering and the Tucson Police Department to ensure that a proper plan is designed and put in place for each event in order to ensure the safety of the general public. The levels of need vary depending on the size of the event, and govern the number of sworn officers needed for traffic and/or crowd control.

The Tucson Police Department has jurisdiction over and maintains responsibility for patrolling all of the City's parks and special events. Many of the guidelines we use are also covered by the Federal Highway Administration Manual on Uniform Traffic Control Devices.

Some smaller events may not need traffic controls or Tucson Police Department support; however, they must be reviewed by both departments.

Evidence of Compliance:

1. Tucson Police Department Planning for Civic Events. (File)
2. Planning a Civic Event, from TPRD Event Manual. (File)
3. Civic Event Application. (File)
4. Federal Highway Administration, Manual on Uniform Traffic Control Devices (MUTCD) (web site resources) <http://mutcd.fhwa.dot.gov/>.
5. Arizona Peace Officer Standards and Training Board, Example of Syllabus of Training Procedures: Section 585-Model Lesson Plan: Traffic Direction 4.5. (File)

Self Review: 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.

During the New Employee Orientation, handling of evidentiary items is addressed. Based on the situation, employees are advised to clear the area of people and then contact the Tucson Police Department and their Supervisor, respectively, to respond to the scene.

If employees discover drugs, drug paraphernalia, weapons, etc., they are to contact the Tucson Police Department and their Supervisor, respectively, to respond to the scene to determine the best action to follow. Employees are cautioned not to touch or handle any questionable materials. If they are not sure what the material is, they are to contact their Supervisor, who will determine if the item may be the result of a crime having been committed.

Evidence of Compliance:

1. Recreation Programs Employee Handbook, Revised 2009, Section III, Pages 85-95. (Library and File)
2. City of Tucson Emergency Procedures Guide, November 2007. (Library and File)

Self Review: 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.**

Each center has its own opening and closing assignments and procedures on-site. Key assignments and responsibilities are addressed in the Parks and Recreation Manual.

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.

The Department of General Services handles the fire suppression systems and fire alarm checks. Their monitoring system is scheduled maintenance and the appropriate schedules are attached. Included also are the elevator maintenance/inspection schedule, fire control valve schedule, and fire sprinkler inspection schedule.

Central Safety monitors Automated External Defibrillator (AED) systems and are checked monthly. These records are also included.

The City of Tucson has a City-wide contract with Central Alarm, which includes the monitoring of TPRD alarm systems.

TPRD, along with the Fire Department have, designated the central maintenance compound yard, located at 900 S. Randolph Way, as the hazardous and flammable storage facility. The material is stored inside flammable secondary containers, within designated areas inside the compound. The areas are inspected on an annual basis by TPRD and the City of Tucson Multi-Agency Inspection Team.

Evidence of Compliance:

1. Opening and Closing Procedures for Sample Respective Centers (File)
2. Photos of Several Emergency Evacuation Signs and Maps. (File)
3. Parks and Recreation Procedures and Regulations Manual, 4.1 – Key Regulations. (File)
4. Copy of Central Alarm Contract and Respective Sites, Specifying Monitoring Schedule. (File)
5. Schedule of Fire Suppression Systems (Fire Extinguishers) at our Facilities. (File)

6. Schedule of Fire Alarm Checks within the Parks and Recreation Department. (File)
7. Copy of Central Safety Policy on AED Units and Respective Parks and Recreation Sites. (File)
8. Incident/Injury Reports (File)
9. Elevator Maintenance/Inspection Schedule. (File)
10. Fire Sprinkler Inspection Schedule. (File)
11. Fire Control Valve Inspection Schedule. (File)
12. TPRD Hazardous and Flammable Storage – Site Location. (File)
13. City of Tucson Multi-Agency Inspection Team (MAITS) Report. (File)
14. Sample Issue of *Safety Sentinel* (File)

Self Review: 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.**

TPRD plays a key component in the City’s Emergency Management Plan. TPRD has two primary responsibilities: supplying shelter and food for displaced individuals during an emergency, and assisting other Departments and agencies with staff and equipment.

In order to keep TPRD focused and organized during times of emergency, 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.

Evidence of Compliance:

1. TPRD’s, Continuity of Operations Plan Emergency Management Plan) (Entire manual). (Library)
2. City of Tucson Administrative Directive #2.03-1 – Emergency Procedures for Evacuation of City Buildings (File)
3. City of Tucson Administrative Directive #2.03-2 – Hazardous Materials Manual (File)

Self Review: 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.**

Security training is provided through the New Parks and Recreation Employee Orientation, City of Tucson Administrative Directives, Parks and Recreation Procedures, and safety meetings. Information focuses on crime scene discovery, evidence discovery, how to handle disruptive guests, etc. Staff is instructed to secure the area as best they can, refrain from touching anything, and contact both the Tucson Police Department and the area Supervisor or Park Superintendent.

Emergency management training is governed by the Federal Emergency Management Agency (FEMA) and the Departmental Continuity of Operations Plan (COOP). The Department incorporates tabletop exercises such as scenarios to condition management to work under emergency situations and pressure. Parks and Recreation utilizes evaluators from the City of

Tucson Office of Emergency Management & Homeland Security Department as well as internal evaluators to refine the COOP.

Evidence of Compliance:

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

Self Review: **MET**

SECTION 9.0

RISK MANAGEMENT

- 9.1 Risk Management Plan**
 - 9.1.1 Statement of Policy**
 - 9.1.2 Risk Management Operations Manual**
 - 9.1.2.1 Accident and Incident Reports**
 - 9.1.3 Personnel Involvement and Training**
- 9.2 Risk Manager**

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.

The City of Tucson's Finance Department administers a Risk Management Program to ensure continuity of City service and to avoid or minimize the cost of risk to the City by identifying exposures to fortuitous loss, applying effective risk control measures to protect property and safeguard human lives, and provide risk funding methods to meet loss occurrences. The plan incorporates different methods to meet the above mentioned such as: annual MAITS inspections on facilities and areas occupied by personnel to limit personal injuries and financial losses; Job Hazard Analysis for personal protective equipment; Administrative Directives, and Property/Personal Injury form. The plan also includes an annual injury report which encompasses: number of injuries per type, indemnity incurred, medical incurred, and each department's percentage toward total policy. This report is reviewed by the City Manager and Department Directors on an annual basis.

The City of Tucson has also incorporated a comprehensive safety program to reduce accidents and injuries for its employees and the general public. The City of Tucson, Safety First Handbook is distributed to all employees when they are hired.

The City of Tucson has a Safety Leadership Team composed of members from each department. The team meets on a monthly basis to identify responsibilities and operational policies and procedures that all employees are expected to follow.

Evidence of Compliance:

1. City of Tucson, The Risk Management Process Financial Aspects (file)
2. City of Tucson, Safety First handbook (entire manual) (file)
3. City of Tucson, Central Safety Services, Job Hazard Analysis (web site resources)
<http://intranet.ci.tucson.az.us/css/page.php?path=JHA/jhamain.html>
4. City of Tucson, Parks and Recreation, Injury Reports (file)
5. City of Tucson, Multi-Agency Inspection Team (MAITS) report (file)
6. Safety Leadership Team, Agenda (file)
7. City of Tucson, Supervisor's Report of Injury form (file)
8. City of Tucson, Property Damage/Personal Injury Report form (file)
9. City of Tucson, Administrative Directives, Emergency Procedures for Evacuation of City Buildings (2.03-1); Hazardous Materials Manual (2.03-2); and Departmental Safety Programs and Disciplinary Guidelines Infractions or Safety Violations (2.03-4) (file)

Self review: **MET**

9.1.1 Statement of Policy

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

The City of Tucson's Risk Management policy is directed toward identifying, reducing, and eliminating or otherwise managing those exposures or hazards that may adversely impact the assets and well-being of the City, citizens, and employees. The Risk Management policy applies to all City departments and is under the direction of the City of Tucson Risk Manager within the Finance Department and approved by the City Manager.

Evidence of Compliance:

1. City of Tucson, The Risk Management Process Financial Aspects (final paragraph of document) (file)
2. City of Tucson, Administrative Directives Emergency Procedures for Evacuation of City Buildings (2.03-1), Hazardous Materials Manual (2.03-2) and Departmental Safety Programs and Disciplinary Guidelines Infractions or Safety Violations (2.03-4) (file) (web site resources) <http://intranet/index.php/policies-and-directives-mainmenu-48/administrative-directives-mainmenu-181?task=view>
3. City of Tucson, Central Safety Services, Occupational Safety and Health Manual (OSHM) (Library) (web site resources) <http://intranet.ci.tucson.az.us/css/>

Self review: 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.

The Employee Safety Handbook addresses the Occupational Safety and Health issues in the City of Tucson. Because safety is part of every employee's job, employees are expected to be familiar with this handbook.

Evidence of Compliance:

1. City of Tucson, Central Safety Services, Occupational Safety and Health Manual (OSHM) (entire manual) (library) (web site resources) <http://intranet.ci.tucson.az.us/css/>
2. City of Tucson Safety First Manual, Employee Safety Manual (entire manual)
3. City of Tucson, Parks and Recreation Department, Continuity of Operations Plan (Emergency Management Plan - COOP) (entire manual) (Library)

Self review: 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.

Reporting and recording procedures for all vehicular collisions involving City of Tucson vehicles or personal vehicles used on City business are identified in both City of Tucson Administrative

Directives and TPRD's Procedure and Regulation Manual. TPRD utilizes two different forms in order to track accidents and disturbances. The first form "City of Tucson, Supervisor's Report of Injury" is tailored toward employee injuries. The second form "City of Tucson, Property Damage/Personal Injury Report" relates to accidents and disturbances involving the general public. The forms when used must be submitted to Risk Management Department within 24 hours of occurrence.

Evidence of Compliance:

1. City of Tucson, Parks and Recreation Department, Procedures and Regulation Manual, Reporting Public Injury 2.10 (file)
2. City of Tucson, Supervisor's Report of Injury form (file)
3. City of Tucson, Property Damage/Personal Injury Report form (file)
4. City of Tucson, Administrative Directive, Occupational Safety and Health Manual (2.03-5) (file)
5. City of Tucson, Occupational Safety and Health, Central Safety Services Number (S-015) (file)

Self review: **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.

Management has the responsibility to assure the effectiveness of the City safety program. Employees in a supervisory capacity require all employees working under their responsibility to comply with all applicable safety instructions and safe work practices. Supervisors insure that all employees under jurisdiction are properly instructed and trained for the work assigned or are under the immediate supervision of all qualified employees.

TPRD utilizes a Safety Representative to train and educate staff from all levels to assist in risk management functions and safety. Training is designed to educate staff in order to lower the risk which they may be exposed to in their work environment. Through training and education, the Department is able to keep injuries and medical insurance costs down. Employees are encouraged to report hazards and/or unsafe condition to the supervisory staff.

Evidence of Compliance:

1. City of Tucson, Central Safety Services, Occupational Safety and Health Manual (OSHM) (Library) (web site resources) <http://intranet.ci.tucson.az.us/css/>
2. City of Tucson Safety First Manual, Employee Safety Manual (entire manual) (file)
3. Occupational Safety and Health Administration (OSHA), Refresher Sign in Sheet (file)
4. Parks and Recreation Safety/Tail Gate meetings, Northwest District Safety Rep Meeting (sign in sheet) (file)
5. City of Tucson, Safety First, Employee's Report of Hazard or Unsafe Conditions Form (file)
6. City of Tucson, Risk Management , Central Safety Services, In-Service Training Program, Fleet Driving (file)

Self review: **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.

The City of Tucson's Risk Manager is responsible for the design and implementation of policies and programs directed toward the elimination, prevention, reduction, or transfer of loss exposures to employees, the City of Tucson, and the public. The Risk Manager manages the workers' compensation programs, as well as investigating and analyzing accidents and safety hazards. The Risk Manager is also responsible for reviewing other departments' safety programs. The Risk Manager is responsible for initiating corrective action, where appropriate, and for training city personnel, with the help of Central Safety Services, in sound risk management and safety principles and for monitoring effectiveness.

In order to assist the Risk Manager and Central Safety Services, TPRD has assigned their Environment Project Coordinator to act as the Departments Safety Representative. The position is responsible for managing Environmental Compliance, Occupational Safety and Health Administration (OSHA) Compliance, Federal and State Laws and Regulations, and City of Tucson Administrative Directives pertaining to environmental and safety. In order to meet compliance, the Safety Representative must assist in Departmental education and training of staff as well as maintain multiple data basis for documentation purposes.

Evidence of Compliance:

1. City of Tucson, Risk Manager's Job Description (File)
<http://www.tucsonaz.gov/sigma/JobClassDetails.aspx?Postings=922>
2. Environment Project Coordinator (File)

Self review: **MET**

SECTION 10.0

EVALUATION AND RESEARCH

10.1 Evaluation Analysis

10.1.1 Position Responsibility for Evaluation

10.2 Experimental and Demonstration Projects

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

10.4 Quality Assurance

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.

In November 2006, the City of Tucson City Council adopted the Parks and Recreation Ten Year Strategic Services Plan as prepared by Leon Younger and PROS. A significant amount of community input was obtained through a series of public meetings, discussions with focus groups, user groups and business leaders, a benchmark analysis with other similar agencies and presentations to the Parks and Recreation Commission and Mayor and Council Subcommittees. This plan calls for the development and implementation of Three-year Action Plans. At the end of each three-year period, progress will be evaluated, and a new set of objectives are developed. Action items to achieve the specific objectives will be identified on an annual basis, after consideration of available resources, both human and financial and evaluation to determine continuing applicability. For internal and managerial review and evaluation, quarterly status reports are created featuring objectives and accomplishments.

This document serves as a tool in support of management as it answers the questions, "What are the most important parks and recreation issues and needs for the community?" and "How shall the department respond?"

As additional tools for evaluation, TPRD tracks work accomplishments through the MMP program and conducts a variety of surveys and participant evaluations depending on the program/function.

Evidence of Compliance:

1. Parks and Recreation Ten-Year Strategic Service Plan – (Library)
2. Three-Year Action Plan, Quarterly Status Reports (Library)
3. Maintenance Management Program (MMP) (File)
4. Program Participation Evaluations (File)
5. TPRD "Tell Us How We Are Doing" – asks patrons to rate the programs, facilities/parks, usage/month or per year, and overall satisfaction (File)

Self Review: MET

10.1.1 Position Responsibility for Evaluation

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

Within each of the job descriptions from Recreation Program Coordinator to Director, a key function/responsibility involves research and evaluation of programs, facilities, and community trends. Some positions like the Therapeutic Recreation Supervisor focuses on a pronounced technical evaluative or research based methodology, while other recreation programmers utilize evidence-based programming to conduct evaluation/research processes.

The following examples demonstrate components of TPRD's approach to evaluation/research:

TPRD partners with the Arthritis Foundation to provide two Life Improvement Series programs, the Take Control with Exercise program and the Take Control with Water Exercise program. Task force members who created the programs include physicians, nurses, physical therapists, recreational therapists and aquatic therapists. Several independent research studies, including studies done by the Centers for Disease Control and HIP Health Plan of New York, support proven outcomes of these evidence-based programs.

Goals for participants include improving posture, increasing flexibility of the structures around the joint, restoring or maintaining range of motion and improving balance and coordination. Proven outcomes based on studies cited include decreased depression, pain, and fatigue, increased self-efficacy, and improvements in balance and upper extremity strength.

The Arthritis Foundation provided instructors to train TPRD staff to implement the programs. 10 staff members were trained in the land-based Take Control with Exercise program and over 30 staff members were trained in the Take Control with Water Exercise Program. After staff attended these "train the trainer" workshops the programs were offered at several centers including Therapeutic Recreation, Northwest Neighborhood Center, Armory Senior Center, and El Rio Neighborhood Center. Hundreds of participants with arthritis and fibromyalgia have taken part in these programs.

The Therapeutic Recreation Unit created assessment forms to assess participants' physical, cognitive, and social functioning as well as leisure interests. The Adaptive Aquatic Assessment form also measures a participant's current swimming skills. Information is gathered from family members, caregivers, and the participant. Upon completion of the assessment, the participant is placed into the most appropriate class that will fit their individual needs.

The Therapeutic Recreation and Aquatics Units have hosted the Aquatic Therapy Rehabilitation Institute (ATRI) Professional Development Days at the Edith Ball Adaptive Aquatics Center annually for the past 5 years. Staff receives training from nationally recognized experts, both in the classroom and in the water, on best practices for adaptive aquatics. These trainings assist staff in developing curriculum and implementing adaptive aquatics classes that best fit the needs of individuals with a variety of disabilities.

The Matter of Balance program is another example of evidence-based programming. This nationally recognized curriculum was developed at the University of Boston. TPRD staff again used a "train the trainer" model in which 18 staff from multiple recreation centers were instructed on how to implement the program at their specific center. The program is used at 10 recreation centers and 200 participants have taken part in these programs. Proven outcomes for participants include strategies for fall prevention, increasing activity level and learning exercises to increase strength and balance.

Evidence of Compliance:

1. Job Descriptions for Director, Deputy Director, Administrator, Superintendent, Supervisor & Program Coordinator (File)
2. Arthritis Foundation Land-based Exercise Program binder (Library)
3. Arthritis Foundation Aquatic Exercise Program binder (Library)

4. Aquatic Therapy Rehabilitation Institute Professional Development Day (File)
5. Therapeutics Summer Program/Staff Evaluation (File)
6. A Matter of Balance Promotion/Evaluation (File)
7. University of Arizona – Proposal/IGA/KIDCO Evaluation

Self Review: 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.

TPRD is consistently engaged in special projects and elements of research involving the operation and impact of TPRD services in the community. The department focuses on gaining relevant data and best practices through endeavors such as the development of new programming, conduct of special assessments and evaluations, and the implementation of operational efficiency programs.

Two examples of demonstration projects and action research conducted by TPRD are:

- **2008 Pilot Program - School Facilities Use Agreements (School Parks)**

The 2008 Pilot Program for use of school playgrounds as community parks is formalized as a Joint Use Agreement. Per the Strategic Services Plan, one of the strategic directions is Accessibility: with a goal to create equity of access for all citizens by ensuring a park will be accessible within a 3/4 mile (9-block) radius for active or passive space. TPRD sought new partnerships and innovative ways to increase accessibility to play and open spaces. An agreement was created with Tucson Unified School District to open 12 schoolyards during out-of-school time. The agreement allows TPRD to provide additional play space and, in exchange, TPRD provides maintenance and inspection during out-of-school time.

- **Art in Reality (AIR) Program**

TPRD's Art in Reality (AIR) Program offers free classes for teens and young adults ages 13 through 21 who have little or no access to participate in the arts. Classes are designed to be accessible to marginalized or "at risk" youth who regularly experience barriers to participation in cultural and educational activities. AIR instructors are highly skilled professionals who design classes that are user-friendly to beginners yet challenging enough for advanced young artists. Classes vary by semester and include visual arts, cultural arts, movement and urban arts.

AIR fosters civic participation among youth in Tucson through field trips, guest speakers, and performance/exhibit opportunities. Upon approval, classes can be taken for school credit and community service hours.

One example of an AIR offering is the Inside/Out Poetry Program. The workshop takes place at a juvenile detention center - the "inside" – and a vocational high school – the "out." AIR partners include the University of Arizona Poetry Center, Pima Public Library, Pima Vocational High School and the Pima County Jail. Poetry Instructors create a curriculum and different speakers present at classes. Students write about the speaker's particular subject and their poems and prose are written anonymously. Writing gives the youth a positive, creative outlook helping them learn to convert their life challenges into words.

Participants complete Pre-Session and Post-Session Student Evaluations. These evaluations measure a student's improvement in a number of different areas. These include developing confidence in speaking or performing in front of a group, improved body image, and increased friendship development

Evidence of Compliance:

1. TPRD/TUSD Use Agreement-Marketing & Communication pieces (File)
2. KABOOM Play Matters Best Practices Article (File)
3. AIR Awards & Recognition (File)
4. AIR Program Material (File)
5. AIR Pre-Session and Post-Session Student Evaluations (File)

Self Review: **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.**

TPRD provides a variety of educational opportunities for employees' education and development, including mandatory and optional workshops, classes, and sessions related to research and evaluation. The City of Tucson's Human Resources Department is a strong partner in this effort. In addition, employees also attend sessions at the state (Arizona Parks and Recreation Association) and national (National Recreation and Parks Association) levels. There are also mandatory sessions sponsored by our Risk Management Division which relate specifically to safety evaluations, evaluations of programs, evaluations of facilities and park areas.

Evidence of Compliance:

1. Arizona Parks and Recreation Association – 2008 Education Session Syllabus (File)
2. National Recreation and Parks Association Training Programs: Events, Seminars and Workshops, Certification Program; International Association for Continuing Education and Training (File)
3. City of Tucson Human Resources Department's Supervisory Core Series Training Outline (File)
4. Cleaning to Perfection Training Program (File)
5. City of Tucson Employee University (COTEU) (File)
6. Tucson Parks and Recreation Staff Training for Youth & Teen Programs (File)
7. Central Safety Services (File)
8. OSHA (File)
9. Multi-Agency Inspection Team (MAITS) (File)

Self Review: **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.

TPRD uses a variety of tools to achieve quality assurance. Participant/Parent (where applicable) surveys distributed at the end of each program session are used to determine satisfaction with programs, services and facilities.

Customers have the option of calling the Mayor and Council Comment line at 520-791-4700 or sending an email via the City's website to submit an inquiry. Constituent referrals are assigned and tracked using the City of Tucson's Customer Relationship Management System (CRM), NOVA. All NOVA referrals require a maximum 7 days response time to the constituent. NOVA statistical reports are compiled on a daily and monthly basis and are available for review on the NOVA web page.

Evidence of Compliance:

1. Leisure Class Instructor Evaluation (File)
2. Club Participant Evaluation (File)
3. Club Parent Evaluation (File)
4. TPRD Southwest District Facility Inspection Form (File)
5. Administrative Directive #1.02-4 Citizen Inquiries (File)
6. NOVA Contact Reports (File)

Self Review: MET



Tucson Parks and Recreation

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