

COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES

SELF-ASSESSMENT REPORT AND VISITATION REPORT 2014 CAPRA STANDARDS, 5TH EDITION

**CITY OF VIRGINIA BEACH
DEPARTMENT OF PARKS & RECREATION
MICHAEL F. KIRSCHMAN, CPRP, DIRECTOR
VIRGINIA BEACH, VIRGINIA**



VISITATION DATE:
June 2 – 15, 2019

VISITATION TEAM:
Nichole Haberlin, Chair
Dennis Hodges
Oscar Carmona

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VISITATION REPORT INTRODUCTION

The visitation team will include a brief introduction about the overall context in which the team members approached their task. This might include the types of data gathering processes undertaken, the types of individuals interviewed, and materials reviewed:

Visiting team received agency self-assessment a few weeks before the arrival. Chapters were broken up with Dennis Hodges working through 4, 5, & 6; Oscar Carmona, first time visitor, worked through 1, 2 & 7 and Chair Nichole Haberlin reviewed 3, 8, 9 & 10.

Once on-site, team was set up in a private room with Jennifer Schleining observing her first CAPRA accreditation visit. Visiting team talked through review process, what they had noticed so far with the pre-review and if there were any glaring issues. Visitors worked directly with chapter leads for areas that were missing documents or miss interpretation from original assessment.

On day one in the office, Nichole Haberlin created a chapter 10 task force due to the miss understand of chapter needs. Agency was strong in using evaluation systems across all departments within Parks and Recreation, however did not show how they took the data to create new processes or goals. While on site the visiting team could clearly see that they are creating new processes and goals from this data but had a hard time proving through department documents. Agency was easy to understand their process of creating new processes and goals through verbal communication. Day one was also a strong work day for visiting team to work through chapters.

Day two we worked through the morning, checked in on our chapter leads and visited recreation centers and park lands.

On day three, we had a re-cap meeting which also provided great insight to Jennifer Schleining.

AGENCY OVERVIEW

City of Virginia Beach, Department of Parks & Recreation
2154 Landstown Road, Virginia Beach VA 23456

I. Community Demographics

A. Predominant form(s) of government in the tax jurisdiction (i.e., Manager, Mayoral, or Commission):

The City of Virginia Beach is governed by the City Manager/City Council form of government. The City Manager acts as the Chief Executive Officer under the general direction of the City Council. The City has an elected at-large Mayor, 7 council members are elected from their respective voting districts and 3 council members are elected at large for a total elected 11-member City Council.

B. Population of tax jurisdiction: 461,663

C. Population of metropolitan service area: 1,714,475

D. Age profile of tax jurisdiction:

9 and Under:	57,193	12.4%
10 to 19:	56,446	12.2%
20 to 34:	108,131	23.4%
35 to 44:	61,143	13.2%
45 to 54:	60,663	13.1%
55 to 64:	56,118	12.2%
65 to 74:	36,896	8.0%
75 to 84:	17,667	3.8%
85+:	7,406	1.6%

E. Income profile of tax jurisdiction:

Median Household Income:	\$67,313
Average Household Income:	\$86,370
Under \$24,999:	12.5%
\$25,000 to \$49,999:	21.4%
\$50,000 to \$74,999:	21.0%
\$75,000 to \$99,999:	15.2%
\$100,000+:	29.9%

F. Racial diversity of the tax jurisdiction:

White:	65.4%
African American:	19.4%
Hispanic or Latino:	8.8%
Asian/Pacific Islander:	7.2%

Two or more races:	4.9%
Other:	2.4%
American Indian/Alaska Native:	0.4%

II. Agency Characteristics

- A. Operating budget: FY19: \$65.76 Million
- B. Capital budget: FY19: \$9.54 Million
- C. Full-time employees: 454
- D. Part-time/seasonal employees: 941
- E. Parkland acreage: 7,400
- F. Significant agency awards and/or recognitions:

2015:

The new Bow Creek Community Recreation Center that was designed by and is managed by the Department of Parks and Recreation, attained *Leadership in Energy and Environmental Design (LEED) Certification* from the U.S. Green Building Council.

The *Lake Lawson-Lake Smith Natural Area Restoration Project* that was designed by and is managed by the Department of Parks and Recreation, received the Virginia Recreation and Parks Society *2015 Best New Renovation/Addition Award (Parks, Playgrounds, Greenways and Trails)*.

2016:

The *Lake Lawson-Lake Smith Natural Area* that is managed by the Department of Recreation, was listed as a Virginia Treasure by Governor Terence R. McAuliffe.

The Bow Creek Community Recreation Center and Family Golf Center that is managed by the Department of Parks and Recreation, received the Virginia Recreation and Parks Society *2016 Best New Facility Award (Bricks and Mortar)*.

The Department of Parks and Recreation Virginia Beach Trees for Clean Water Grant Initiative received the Virginia Recreation and Parks Society *2016 Best New Environmental Sustainability Award*.

2018:

The Department of Parks and Recreation, Landscape Management Division received its fifth *Tree City USA Growth Award* on behalf of the City of Virginia Beach.

For the 38th consecutive year, the Department of Parks and Recreation, Landscape

Management Division received a *Tree City USA* designation by the National Arbor Day Foundation on behalf of the City of Virginia Beach.

The new Kempsville Community Recreation Center that was designed by and is managed by the Department of Parks and Recreation, attained *Silver Leadership in Energy and Environmental Design (LEED) Certification* from the U.S. Green Building Council.

The new Kempsville Community Recreation Center that was designed by and is managed by the Department of Parks and Recreation, received the *2018 Athletic Business Architectural Showcase Award*.

The new Kempsville Community Recreation Center that was designed by and is managed by the Department of Parks and Recreation, received the *2018 Virginia Recreation and Parks Society Best New Facility Award (Bricks and Mortar)*.

III. Physical Characteristics

- A. Geographic size of tax jurisdiction (square miles): 307 Square Miles
- B. Describe significant rivers, lakes, mountain ranges, which influence the community:

The geographic boundaries of the City of Virginia Beach comprise a total of 307 square miles, of which 248 square miles are land and 59 square miles are interior waterways. Additionally, there are 12 square miles of public beaches within City boundaries plus an additional 11 miles of public beaches within federal and state-owned lands that may have some access restrictions. The average elevation of the City is 12 feet above sea level. The City is bordered on the east by the Atlantic Ocean and bordered on the north by the Chesapeake Bay. The City has two primary water inlets that serve the recreational, sports, and commercial fishing communities. These inlets are the Rudee Inlet that provides boat access to the Atlantic Ocean and the Lynnhaven Inlet that provides boat access to the Chesapeake Bay.

IV. Cultural Characteristics

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

The City of Virginia Beach has a very strong military presence of both active duty and retired military personnel. This strong military personnel presence somewhat insulates the City from significant economic downturns. Active duty military personnel generate a significant turnover in real estate ownership within the community with the normal rotation in military active duty station reassignments. The federal government owns significant tax-exempt acreage of very highly valued properties that are located on the Atlantic Ocean or the Chesapeake Bay. The City also benefits economically from the many support industries

to the military.

The City of Virginia Beach maintains a very active recreational lifestyle as well as a deep respect for the environment. As a major east coast tourist destination, the City of Virginia Beach has a significant influx of summer visitors and the Department of Parks and Recreation plays a major role in supporting the City tourism industry through the recreational programs and services that are coordinated by the department that enable City residents and visitors to pursue health and active lifestyles in a sustainable environment. Another social driver is the extraordinary number of resident volunteers that the Department of Parks and Recreation receives from the community that greatly enhances the quality of direct customer service that the department is able to provide to the community.

1.0 - Agency Authority, Role, and Responsibility

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

Delineation of jurisdiction and authority are the foundation upon which the park and recreation agency is organized. Policy and rule-making functions and the development of procedures to implement policy create the organizational framework. The mission establishes the organizational purpose, and goals and objectives establish the strategic direction. Organization values affect how the agency through its leadership and staff relate to other governing bodies, agencies, organizations and how it incorporates input from citizens and staff.

1.1 - Source of Authority ★

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

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

Agency Evidence of Compliance: The source of agency authority for the Department of Parks and Recreation is governed by the provisions of the *City of Virginia Beach City Code, Chapter 24 (Parks and Recreation)* as specified below:

Section 24-1. Creation and Composition of Department:

There is hereby created a Department of Parks and Recreation, which shall consist of the Director of Parks and Recreation and such other employees as may be prescribed by the council or by the orders of the City Manager consistent therewith.

Section 24-2. Functions of Department:

The Department of Parks and Recreation shall be responsible for operating and maintaining all public parks, playgrounds and recreation facilities and grounds within the city government and organizing and conducting recreation programs, and shall have such other powers and duties as may be assigned by the council.

Section 24-3. Fees, Policies, Procedures, Rules and Regulations Pertaining to the Use of City Parks, Recreational Facilities, and Parks and Recreation Equipment:

(a) Except as provided in subsection (b) of this section, the director of parks and recreation is hereby authorized to (i) establish reasonable fees, and (ii) adopt and enforce reasonable policies, procedures, rules and regulations, pertaining to the use of city parks, recreational facilities, and parks and recreation equipment, subject to the approval of the city manager.

Agency Evidence of Compliance Documentation:

[1.1 – 1. Virginia Beach City Code, Chapter 24 \(Parks and Recreation\)](#)

Agency Self Review: MET

Visitor Comments:

The Department provided a copy of their City Code which provides evidence of their source of authority.

Visitor Evaluation: Met Not Met

1.1.1 - Approving Authority/Policy Body

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

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

Agency Evidence of Compliance: The public entity that is responsible for all policy making functions for the City of Virginia Beach and the Department of Parks and Recreation is the 11 elected members of the City Council. The City adopted its first Charter on February 28, 1962, which was ratified by the Virginia State Legislature on January 1, 1963, thereby incorporating the City of Virginia Beach. In the City Charter, the City of Virginia Beach established a City Council/City Manager form of government in which an elected City Council is responsible for all policy making functions of the City and a City Council appointed City Manager is responsible for the administrative execution of all policies established by the City Council.

The Charter of the City of Virginia Beach provides for an 11-member City Council that is elected by the general population of the City to serve four-year staggered terms. The City Council is comprised of 1 “At-Large” elected Mayor (may reside anywhere within the geographic boundaries of the City) who chairs all informal and formal City Council meetings, 7 “District” elected members (must reside within the geographic boundaries of the district they are elected to represent), and 3 “At-Large” elected members (may reside anywhere within the geographic boundaries of the City).

The City of Virginia Beach *City Code Chapter 1 (Incorporation and Boundaries)*, *Chapter 2 (Powers of City)*, *Chapter 3 (Boroughs; City Council)* as well as the *City Organizational Structure Chart* illustrate the City electorate and executive organization structure and their interrelationship with regards to policy development and policy execution.

Agency Evidence of Compliance Documentation:

[1.1.1 – 1.City Code Chapter 1 \(Incorporation and Boundaries\)](#)

[1.1.1 – 2.City Code Chapter 2 \(Powers of City\)](#)

[1.1.1 – 3.City Code Chapter 3 \(Boroughs; City Council\)](#)

[1.1.1 – 4.City Organizational Structure Chart](#)

Agency Self Review: MET

Visitor Comments:

The Department provided the City Codes (Incorporation and Boundaries, Powers of City, and Boroughs: City Council) relevant to their approving authority and policy body including the structural org chart.

Visitor Evaluation: Met Not Met

1.1.2 - Citizen Advisory Boards/Committees

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

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

Agency Evidence of Compliance: The Department of Parks and Recreation has been assigned by the City Manager to coordinate all administrative functions required by the following City Council appointed citizen commission and citizen advisory committees:

City Parks & Recreation Commission: The City Parks and Recreation Commission was established in August 1988 by the City Council and serves as a citizen advisory board to the City Council, the City Manager, and the Director of Parks & Recreation. The Parks & Recreation Commission is comprised of 13 members who are appointed by the City Council to serve three-year staggered terms. The Parks and Recreation Commission is comprised of seven “District” appointed members (must reside within the geographic boundaries of the district they are appointed to represent) and six “At Large” appointed members (may reside anywhere within the

geographic boundaries of the City) with two of these at large members required to be a junior youth and a senior youth. The two youth members are appointed to serve two-year staggered terms. No member of the Parks and Recreation Commission may serve on the Commission more than three consecutive terms (nine years.) Department of Parks and Recreation staff works closely with commission members to coordinate all aspects of public involvement. Monthly commission meetings are open to the public and department staff presentations on issues and projects are publicly advertised to encourage citizen attendance and involvement.

City Bikeways and Trails Advisory Committee: The City Bikeways and Trails Advisory Committee is a ten member citizen committee that is appointed by the City Council to work closely with Department of Parks and Recreation staff, Department of Planning staff, and Department of Public Works staff to implement and coordinate the City Council adopted Bikeways and Trails Plan and to coordinate the timely construction of bicycle facilities, pedestrian safety improvements, and multi-purpose trails. The committee meets monthly and meetings are publicly advertised to encourage citizen attendance and involvement.

City Open Space Advisory Committee: The City Open Space Advisory Committee is a nine member citizen committee that is appointed by the City Council to work closely with Department of Parks and Recreation staff, Department of Agriculture staff, Department of Planning staff, Department of Public Works staff, and City Attorney’s Office staff as well as community and civic representatives to evaluate parcels of privately owned undeveloped land for potential acquisition by the City for open space preservation. The committee meets monthly and meetings are publicly advertised to encourage citizen attendance and involvement. An annual report is prepared by Department of Parks and Recreation staff that is submitted to the City Council during the month of July each calendar year.

Agency Evidence of Compliance Documentation:

- [1.1.2 – 1. Virginia Beach Boards, Councils, Committees, and Commissions](#)
- [1.1.2 – 2. Parks and Recreation Commission Membership Roster](#)
- [1.1.2 – 3. Parks and Recreation Commission By-Laws](#)
- [1.1.2 – 4. Parks and Recreation Commission New Member Guide](#)
- [1.1.2 – 5. Parks and Recreation Commission Meeting Minutes](#)
- [1.1.2 – 6. Bikeways and Trails Advisory Committee Member Roster](#)
- [1.1.2 – 7. Bikeways and Trails Advisory Committee Meeting Minutes](#)
- [1.1.2 – 8. Open Space Advisory Committee Membership Roster](#)
- [1.1.2 – 9. Open Space Advisory Committee Meeting Minutes](#)

Agency Self Review: **MET**

Visitor Comments:

The Agency provided copies of their various boards, rosters and new member orientation guide. In addition, copies of meeting minutes were also provided to show compliance.

Visitor Evaluation: Met Not Met

1.2 - Periodic Timetable for Review of Documents

Standard: All documents designated for periodic review shall be reviewed on a regular basis according to an established agency review schedule. For example, if the agency has determined that a document should be reviewed annually, the agency shall provide evidence that the document is reviewed annually and include a copy of the most recent annual review. Several standards in the accreditation process require that adopted plans, policies and procedures be reviewed and updated at various intervals. In those cases, the agency shall provide evidence that the document was reviewed and updated pursuant to the period specified in the standard.

Standards with a review requirement are:

- 1.4.1 Agency Goals and Objectives
- 1.6.1 Administrative Policies and Procedures
- 2.4 Park and Recreation System Master Plan
- 2.5 Strategic Plan
- 3.4.2 Community Relations Plan
- 3.4.3 Marketing Plan
- 3.6 Records Management Policy and Procedures
- 3.6.1 Records Disaster Mitigation and Recovery Plan and Procedures
- 4.1 Personnel Policies and Procedures Manual
- 4.1.2 Recruitment Process
- 4.1.8 Compensation Plan
- 4.3 Job Analyses for Job Descriptions
- 4.5 Workforce Health and Wellness Program
- 4.6.1 Employee Training and Development Program
- 5.1.1 Comprehensive Revenue Policy
- 6.1 Recreation Programming Plan
- 6.2 Program Objectives
- 6.4 Community Education for Leisure Process
- 7.1 Parkland Acquisition Procedures
- 7.2 Area and Facilities Development Policies and Procedures
- 7.5 Maintenance and Operations Management Standards
- 7.5.1 Facility Legal Requirements
- 7.9.1 Recycling and/or Zero Waste Plan
- 8.5 General Security Plan
- 8.6.2 Emergency Risk Communications Plan
- 9.1.1 Risk Management Plan and Procedures
- 10.4 Needs Assessment

10.5.1 Recreation and Leisure Trends Analysis

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

Agency Evidence of Compliance: Assuming no amendments to City ordinances, City administrative directives, or City policies occur that necessitate a more frequent review by the department management staff and Director of Parks and Recreation, the schedule below documents the current Department of Parks & Recreation timetable for review of all City documents related to department operations. This comprehensive document review typically commences during the fall of each calendar year with the initiation of the department operating budget and capital improvement program budget development process. This process also includes the analysis and evaluation of all department facility operations, programs, and services as well as department revenues and expenditures from the previous fiscal budget year.

DOCUMENT:	REVIEW FREQUENCY BY DIRECTOR OF PARKS & RECREATION:	DATE OF LAST REVIEW:
1.4.1 Agency Goals & Objectives	Annually	October 2018
1.6.1 Administrative Policies and Procedures	Annually	October 2018
2.4 Park and Recreation System Master Plan	Every 5 to 7 years	October 2018
2.5 Strategic Plan	Every 5 years	October 2018
3.4.2 Community Relations Plan	Annually	October 2018
3.4.3 Marketing Plan	Annually	October 2018
3.6 Records Management Policy and Procedures	Annually	October 2018
3.6.1 Records Disaster Mitigation and Recovery Plan and Procedures	Annually	October 2018
4.1 Personnel Policies and Procedures Manual	Annually	October 2018
4.1.2 Recruitment Process	Annually	October 2018

4.1.8 Compensation Plan	Annually	October 2018
4.3 Job Analyses for Job Descriptions	Every 3 years	October 2018
4.5 Workforce Health and Wellness Program	Annually	October 2018
4.6.1 Employee Training and Development Program	Annually	October 2018
5.1.1 Comprehensive Revenue Policy	Every 5 years	October 2018
6.1 Recreation Programming Plan	Annually	October 2018
6.2 Program Objectives	Annually	October 2018
6.4 Community Education for Leisure Process	Annually	October 2018
7.1 Parkland Acquisition Procedures	Annually	October 2018
7.2 Area and Facilities Development Policies and Procedures	Annually	October 2018
7.5 Maintenance and Operations Management Standards	Annually	October 2018
7.5.1 Facility Legal Requirements	Annually	October 2018
7.9.1 Recycling and/or Zero Waste Plan	Annually	October 2018
8.5 General Security Plan	Annually	October 2018
8.6.2 Emergency Risk Communications Plan	Annually	October 2018
9.1 Risk Management Policy	Annually	October 2018
10.4 Needs Assessment	Annually	October 2018
10.5.1	Annually	October 2018

Recreation and Leisure Trends Analysis		
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Agency Self Review: MET

Visitor Comments:

The Agency provided examples of all the required documentation along with review frequency for each. This standard has been met.

Visitor Evaluation: Met Not Met

1.2.1 - Document Approval Authority

Standard: All documents designated for approval by the appropriate approving authority shall be approved or adopted in a manner consistent with the agency process and procedure for adoption of policies, rules, regulations, and operational procedures, except that the agency budget and park and recreation system master plan must be adopted or approved by the entity responsible for policy-making.

Standards with an adoption or approval requirement are:

- 1.5 Vision
- 2.3.1 Community Comprehensive Plan with Park and Recreation Component
- 2.4 Park and Recreation System Master Plan
- 2.5 Strategic Plan
- 2.10 ADA Transition Plan
- 3.4 Public Information Policy and Procedure
- 4.4.1 Leadership Succession Procedure
- 5.4 Annual or Biennial Budget
- 8.1 Codes, Laws, and Ordinances
- 9.1 Risk Management Policy
- 9.1.1 Risk Management Plan and Procedures

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

Agency Evidence of Compliance: The following chart demonstrates the Department of Parks and Recreation authority for approval of documents:

Document	Approval Authority	Proof of Approval
1.5 Vision	Director of Parks & Recreation	Parks and Recreation Strategic Plan
2.3.1 Community Comprehensive Plan with Park and Recreation Component	City Council	City Council Summary of Adoption of Comprehensive Plan
2.4 Park and Recreation System Master Plan	City Council	City Council Summary of Adoption of Outdoors Plan
2.5 Strategic Plan	Director of Parks and Recreation	Parks and Recreation Strategic Plan
2.10 ADA Transition Plan	Director of Parks and Recreation	ADA Transition Plan
3.4 Public Information Policy and Procedure	Director of Parks & Recreation	Public Relations Policy
4.4.1 Leadership Succession Procedure	Director of Parks & Recreation	P&R Director Continuity Policy
5.4 Annual or Biennial Budget	City Council	FY18 Adopted Operating Budget & FY 18 Capital Improvement Program Budget
8.1 Codes, Laws, and Ordinances	City Council	City Code, Chapter 24 (Parks and Recreation)
9.1 Risk Management Policy	City Manager	City Administrative Directive AD 5.04 (Risk Management)
9.1.1 Risk Management Plan and Procedures	City Manager	City Departmental Reporting Policy and Procedures

Agency Evidence of Compliance Documentation:

[1.2.1 – 1.Parks and Recreation Strategic Plan](#)

[1.2.1 – 2.City Council Summary of Adoption of Comprehensive Plan \(05/17/16\)](#)

[1.2.1 – 3.City Council Summary of Adoption of Outdoors Plan \(08/16/2016\)](#)

[1.2.1 – 4.ADA Transition Plan](#)

[1.2.1 – 5.Parks and Recreation Public Relations Policy](#)

[1.2.1 – 6.Parks and Recreation Director Continuity Policy](#)

[1.2.1 – 7.Parks and Recreation Approved FY18 Operating Budget](#)

[1.2.1 – 8.Parks and Recreation Approved FY18 Capital Improvement Program Budget](#)

[1.2.1 – 9.City Code, Chapter 24 \(Parks and Recreation\)](#)

[1.2.1 – 10.City Administrative Directive AD 5.04 \(Risk Management\)](#)

[1.2.1 – 11.City Departmental Reporting Policy and Procedures](#)

Agency Self Review: MET

Visitor Comments:

The Agency provided the supporting documentation required to meet this standard including the Department’s Strategic Plan and Capital Improvement Program Budget, among others.

Visitor Evaluation: Met Not Met

1.3 – Jurisdiction

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

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

Agency Evidence of Compliance: The jurisdiction of the Department of Parks & Recreation is the geographical boundaries of the City of Virginia Beach that comprise 307 square miles. The City was legally established by the Virginia General Assembly on January 1, 1963 when the General Assembly adopted a new Charter for the City that ratified the consolidation of the City of Virginia Beach (the oceanfront resort area) with the adjacent Princess Anne County that was located to the south.

In 1995, the Virginia General Assembly amended Section 3.01 of the City of Virginia Beach Charter to provide, among other things, that “The City shall be divided into seven residence districts of approximately equal population which shall be numbered one through seven.” Pursuant to the Charter amendment on February 6, 1996, the City Council adopted an ordinance establishing the boundaries, names and numbers of the seven residence districts (Ordinance 96-2370B). The City Council desired to amend Ordinance 96-2370B by associating names with each of the seven residential districts to reflect the history, heritage, and landmarks of the City districts and to make the districts more easily identifiable to the residents of the City. Ordinance 96-2370B, that was adopted by the City Council on February 1, 1996, was amended by associating names with each of the seven numbered residential districts as follows:

- District 1: Centerville
- District 2: Kempsville
- District 3: Rose Hall
- District 4: Bayside

District 5: Lynnhaven
District 6: Beach
District 7: Princess Anne

Agency Evidence of Compliance Documentation:

[1.3 – 1.Map of City of Virginia Beach Jurisdiction - Districts and Parks](#)

Agency Self Review: MET

Visitor Comments:

The Agency provided a jurisdictional map of the area that they provide their facilities and services. This standard has been met.

Visitor Evaluation: Met Not Met

1.4 – Mission 

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

Suggested Evidence of Compliance: Provide the established mission statement.

Agency Evidence of Compliance: In 2018, the Department of Parks and Recreation adopted and began implementing a new strategic plan that established a new vision and mission for the department that was framed by four community priorities. Since that time, the Director of Parks and Recreation and department management team has continued to work closely with City executive staff, partner agencies, citywide leadership groups, volunteer boards, and members of the Parks and Recreation Commission and Virginia Beach Parks & Recreation Foundation to ensure the department vision and mission continues to be a viable component of the City vision, mission, and strategic initiatives.

As a component of the development of a new Department of Parks and Recreation *2018 Strategic Plan*, the department management team hosted a meeting with 25 team members to review the department vision and mission statement as part of the strategic planning process. The current Department of Parks and Recreation strategic plan vision statement, mission statement, and community priorities are as follows:

Vision Statement:

To be the national leader in providing enriching and memorable lifelong experiences.

Mission Statement:

To exceed community expectations in an inclusive, innovative and sustainable manner.

Community Priorities:

Protect the environment

Promote Healthy Lifestyles

Provide Community Access

Ensure the stewardship of funds, facilities and public lands

The Parks and Recreation Commission endorsed the new department mission and vision statements during their *June 2018 meeting*.

Agency Evidence of Compliance Documentation:

[1.4 – 1.Parks and Recreation Strategic Plan](#)

[1.4 – 2.Parks and Recreation Vision Statement](#)

[1.4 – 3.Parks and Recreation Mission Statement](#)

[1.4 – 4.Parks and Recreation Community Priorities](#)

[1.4 – 5.Parks and Recreation Commission June 2018 Meeting Minutes](#)

Agency Self Review: MET

Visitor Comments:

The Agency provided copies of their mission plan as well as their vision statement and most recent strategic plan. This standard has been met.

Visitor Evaluation: Met Not Met

1.4.1 - Agency Goals and Objectives ★

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

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

Agency Evidence of Compliance: The City of Virginia Beach City Council holds an annual goal-setting workshop to set priorities and goals. The *2017 City Council Priorities* and *2017 City Council Goals* serve as a guideline for all City departments including the Department of Parks and Recreation to develop their strategic plans as well as measurable goals and objectives. The

Department of Parks and Recreation updates its Strategic Plan every five (5) years. Based on key findings identified throughout the strategic planning process, a consultant firm contracted by the department and the department management and professional staff conducted a strategic work session to develop the department vision and mission statements as well as the core values, community priorities, and goals and objectives that will guide the Department of Parks and Recreation in the future as follows:

VISION - WHAT WE WANT TO BE KNOWN FOR:

“To be the national leader in providing enriching and memorable lifelong experiences.”

MISSION - HOW WE PLAN TO GET THERE:

“Exceed community expectations in an inclusive, innovative, and sustainable manner.”

CORE VALUES:

Empowerment
Inclusion
Innovation
Legendary Guest Experience
Sustainability

COMMUNITY PRIORITIES:

Community Access
The Environment and the Outdoors
Healthy Lifestyles
Stewardship

CORE STRATEGIC GOALS & OBJECTIVES PLANNING AREAS:

Key findings identified from all facets of the planning process were considered in the development of the Department of Parks and Recreation four core strategic goals and objectives planning areas: programs, technology, customer service, and parks, facilities, and trails. These core strategic planning areas serve as the focal points for developing the goals and objectives recommendations for the department Strategic Plan:

PROGRAMS CORE PLANNING AREA:

The Department of Parks and Recreation goals and objectives for the Programs Core Planning Area is to increase participation, provide tiered levels of service, and meet cost recovery targets as follows:

- Establish membership tiers driven by cost recovery range desired by conducting a global membership review.
- Develop business plans for each recreation center.
- Utilize data to enhance program and facility performance.
- Evaluate a regional approach for Early Childhood and Child Watch (i.e. Drop-in Care Program).
- Expand collection of user data for non-registered programs (e.g. special events attendance).

- Continue to align programming to changing demographics.
- Track and communicate marketing return on investment.
- Update all current and future recreation centers to be E-sports compatible.

CUSTOMER SERVICE CORE PLANNING AREA:

The Department of Parks and Recreation goals and objectives for the Customer Service Core Planning Area is to consistently provide legendary guest experiences as follows:

- Conduct Legendary Customer Service audits by site.
- Undertake a Customer Journey Mapping system-wide utilizing the McKinsey model.
- Build a common language department wide.
- Ensure greater consistency between, Full Time, Part Time, Seasonal and Volunteer staff training.
- Incentivize customers to join via special promotions, giveaways etc. (i.e. free Day Pass).
- Develop mechanisms to support greater staff empowerment.
- Create a welcoming environment in the community recreation centers.

TECHNOLOGY CORE PLANNING AREA:

The Department of Parks and Recreation goals and objectives for the Technology Core Planning Area based on the key findings and challenges identified for technology, the consultant team developed the following recommendations as follows:

- City, Department of Communications Technology, and the Department of Parks and Recreation to develop a consolidated technology needs assessment and action plan.

PARKS, TRAILS, AND FACILITIES:

The Department of Parks and Recreation goals and objectives for the Parks, Trails, and Facilities Core Planning Area is to continue to enhance the tiered levels of service especially as it regards accessibility as follows.

- Assess efficiencies of spaces and utilization rates.
- Continue to conduct a lifecycle management assessment for all assets system wide.
- Update all maintenance management plans.
- Enhance trail connections and connectivity.
- Conduct a special events facility feasibility study to identify need outside of the oceanfront.
- Reposition existing community recreation centers by themes.

Agency Evidence of Compliance Documentation:

[1.4.1 – 1.2017 City Council Priorities](#)

[1.4.1 – 2.2017 City Council Goals](#)

[1.4.1 – 3.2018 Annual Report to City Council](#)

Agency Self Review: **MET**

Visitor Comments:

The Agency provided copies of the City Council priorities for 2017 and goals for 2017 – 2022. Requested a copy of a document that would provide status updates on these goals and priorities and was provided the 2018 Annual Report to City Council. This will be uploaded to the Sharepoint folder. This is the most up to date version and meets this standard.

Visitor Evaluation: Met Not Met

1.4.2 - Personnel Involvement

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

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

Agency Evidence of Compliance: The Department of Parks and Recreation prides itself in the area of staff participation in the development and administration of department goals and objectives that is accomplished through an extensive staff collaboration process. Each fiscal year, department division administrators are responsible for working with their respective supervisory, professional, and management staff to develop divisional goals and objectives that demonstrate how the division will contribute to the accomplishment of the four community priorities: Community Access, the Environment and the Outdoors, Healthy Lifestyles, and Stewardship. The department Administrative Team, which is comprised of the four division administrators along with the department Director, subsequently reviews the recommended goals and objectives for each division in the department. Based on this collaborative process, the goals and objectives are finalized for every division in the department and the finalized divisional goals and objectives are then incorporated into the final goals and objectives for the Department of Parks and Recreation. Divisional and department goals and objectives may be based upon a number of factors including but not limited to service outcomes, customer satisfaction, and budget and fiscal priorities.

Numerous communication methodologies are utilized by the Department of Parks and Recreation to communicate department goals and objectives to department staff including the *Parks and Recreation Quarterly PAR Excellence Staff Meetings* that provide the opportunity for the department Director and administrators to provide divisional, budget and project updates and staff kudos and accomplishments to department staff. Also, a portion of each meeting is dedicated to “Ask Michael”, which allows staff an opportunity to ask the department Director questions in an open forum by either sending in their questions prior to the meeting or asking their question during the “Ask Michael” segment. In addition to the quarterly PAR Excellence meetings, the department has regularly scheduled divisional staff meetings and staff focus group meetings that offer all department staff the opportunity to provide input in the development of department goals and

objectives. The department also utilizes online tools such as the *Parks & Recreation Blog* as opportunities for all department staff to receive news, updates, ask questions, and provide suggestions for improvement. To encourage conversation, idea sharing, and feedback in a small group setting, the Director of Parks and Recreation hosts *Coffee with the Director*, a monthly meeting with up to six (6) randomly selected staff members. All staff members, both part-time and full-time, are encouraged to participate. This conversation allows both the department Director and department staff to learn more about each other, discuss projects, operations, and gives everyone a chance to provide input on making the Department of Parks and Recreation stronger in the future.

In addition, the City conducts a *Quality of Work Life Member Survey* every two years to provide an instrument to assess the City organization quality of work life as well as the organization itself. All Department of Parks and Recreation staff are encouraged to participate in this confidential survey that once the survey results are compiled and provided to all department directors, the Director of Parks and Recreation is required to execute an *Organization Issues Action Plan* to address the lowest scoring response areas in the survey by department staff. The City has also established a *Member Communications Program* to help connect the City's diverse, talented and dedicated workforce, which has a direct impact on achieving the City's mission and goals. As a component of the City Member Communications Program, the online *Because You Asked Blog* is another valuable source that allows department staff the opportunity to anonymously submit questions and comments of clarification and sound observations, suggestions for improvement, perceived inconsistencies, or commentary regarding City operations or Department of Parks and Recreation operational issues.

All feedback information obtained from the numerous communication processes is utilized by the Director of Parks and Recreation and department management staff to develop a common vision for the future of the department.

Agency Evidence of Compliance Documentation:

[1.4.2 – 1.Parks and Recreation Quarterly PAR Excellence Staff Meeting](#)

[1.4.2 – 2.Parks and Recreation Blog](#)

[1.4.2 – 3.Parks and Recreation Monthly Coffee with the Director Staff Meeting](#)

[1.4.2 – 4.City Quality of Work Life Member Survey](#)

[1.4.2 – 5.Parks and Recreation Organization Issues Action Plan](#)

[1.4.2 – 6.City Member Communications Program](#)

[1.4.2 – 7.City Because You Asked Blog](#)

Agency Self Review: **MET**

Visitor Comments:

The Agency provided several examples where staff have the opportunity to provide input and have face to face time with the Director. In addition, examples were provided of the City Quality of Work Life Member Survey.

Visitor Evaluation: Met Not Met

1.5 – Vision

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

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

Agency Evidence of Compliance: In 2018, the Department of Parks and Recreation adopted and began implementing a new strategic plan that established a new vision statement for the department. Since that time, the Director of Parks & Recreation and department management team have continued to ensure the department vision statement continues to be a viable component of the City Council vision and strategic initiatives.

The new Department of Parks and Recreation Vision Statement is as follows:
“To be the national leader in providing enriching and memorable lifelong experiences”.

The members of the Parks and Recreation Commission have unanimously endorsed the new department vision statement as documented in the meeting minutes of their June 2018 meeting. The new department vision statement is easily accessible by department staff, facility and program participants, and City residents on the City website www.vbgov.com.

Agency Evidence of Compliance Documentation:

[1.5 – 1.Parks and Recreation Vision Statement](#)

[1.5 – 2.Parks and Recreation Commission June 2018 Meeting Minutes](#)

Agency Self Review: MET

Visitor Comments:

The Department provided a copy of their recently revised vision statement along with the Commission meeting minutes where the revised vision and mission were unanimously approved.

Visitor Evaluation: Met Not Met

1.6 - Policies, Rules, Regulations, and Operational Procedures

Standard: There shall be delegation of responsibilities for the policy-making functions of the approving authority and the administrative functions of the chief administrator and staff.

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

Agency Evidence of Compliance: The administration of the Department of Parks and Recreation is governed by the provisions of formal City Resolutions and City Codes approved by the City Council, City Administrative Directives approved by the City Manager, policies and procedures of other City departments such as the Department of Finance and the Department of Human Resources that are approved by the respective Department Director, policies and procedures of the Department of Parks and Recreation that are approved by the Director of Parks and Recreation, and operational procedures of the Department of Parks and Recreation that are approved by division administrators of the Department of Parks & Recreation as specified below:

City of Virginia Beach, City Council Adopted Resolutions and City Code Ordinances: As adopted under the authority of the City Council and administered by the City Attorney, the provisions of City Council adopted resolutions and City Code ordinances govern all City departments to include the Department of Parks and Recreation. New and amended City Code Resolutions and City Code Ordinances are developed by the City Attorney's Office staff as recommended by the Mayor, by any member of the City Council, or by the City Attorney. All recommended City Council Resolutions and City Code Ordinances are reviewed in closed session by the City Manager, Deputy City Managers, and department Directors before being placed on the City Council agenda to be considered for final approval.

City of Virginia Beach, City Manager Administrative Directives: As adopted and administered under the authority of the City Manager, the provisions of administrative directives govern all City departments to include the Department of Parks and Recreation. New and amended City administrative directives are developed by the City Attorney's Office staff at the request of the City Manager. A draft Administrative Directive is distributed to all department Directors for their review and comment back to the City Attorney. The City Attorney's Office staff reviews all comments submitted by department Directors with the City Manager and amendments are made to the draft document as approved by the City Manager. A final review of the proposed Administrative Directive is then conducted by the City Management Leadership Team that is comprised of the three Deputy City Managers and the City Manager. Upon the approval of the Management Leadership Team, the new or amended Administrative Directive is executed by the City Manager and distributed electronically to all City departments.

Department of Human Resources, Policies and Procedures: As adopted under the authority of the City Manager and administered by the Director of Human Resources, the provisions of human resources policies and procedures govern all City departments to include the Department of Parks and Recreation. The Director of Human Resources works cooperatively with a Deputy City Manager assigned to provide executive liaison to the department to develop or amend all City

human resources management related policies and procedures. A final draft of any new or amended City human resources policy and procedure is distributed to all department Directors for their review and comment back to the Director of Human Resources. The Deputy City Manager and the Director of Human Resources review and consider all comments and recommendations received from department Directors before submitting a final recommended policy and procedure to the City Manager for his review and approval. After approval by the City Manager, the new or amended policy and procedure is distributed electronically by the Director of Human Resources to all City departments.

Department of Finance, Policies and Procedures: As adopted under the authority of the City Manager and administered by the Director of Finance, the provisions of finance policies and procedures govern all City departments to include the Department of Parks and Recreation. The Director of Finance works cooperatively with a Deputy City Manager assigned to provide executive liaison to the department to develop or amend all City financial management related policies and procedures. A final draft of any new or amended City finance policy and procedure is distributed to all department Directors for their review and comment back to the Director of Finance. The Deputy City Manager and the Director of Finance review and consider all comments and recommendations received from department Directors before submitting a final recommended policy and procedure to the City Manager for his review and approval. After approval by the City Manager, the new or amended policy and procedure is distributed electronically by the Director of Finance to all City departments.

Department of Parks & Recreation, Policies and Procedures: As adopted under the authority of the City Manager and administered by the Director of Parks and Recreation, the provisions of Parks and Recreation policies and procedures govern all department divisions. The Director of Parks and Recreation works cooperatively with a Deputy City Manager assigned to provide executive liaison to the department to develop or amend all Parks and Recreation management related policies and procedures. A final draft of any new or amended department policy and procedure is distributed to all department division administrators for their review and comment back to the Director of Parks and Recreation. The Director considers all comments and recommendations received from the division administrators before approving and signing the new or amended department policy and procedure. After approval by the Director, the new or amended policy and procedure is distributed electronically to all department staff.

Department of Parks & Recreation, Operational Procedures: As adopted under the authority of the Director of Parks and Recreation and administered by the Business Systems Division Administrator; the Landscape Management Division Administrator; the Planning, Design, and Development Division Administrator; and the Programming and Operations Division Administrator; the provisions of Department of Parks and Recreation operational procedures govern all bureaus in the respective operational division for which the operational procedure was established. All division Administrators in the Department of Parks and Recreation may recommend new or amended operational procedures as deemed appropriate for their respective divisional facilities and programs. A final draft of any new or amended divisional operating procedure is distributed by the initiating division Administrator to the three other division

administrators and the Director for their review and comment back to the initiating division Administrator. The initiating division Administrator reviews all comments and recommendations received before submitting a recommended final draft to the Director of Parks & Recreation for final approval and signature. Following approval by the department Director, the new or amended operational procedure is distributed electronically to all division staff.

Agency Evidence of Compliance Documentation:

[1.6 – 1.City of Virginia Beach, City Manager Administrative Directives](#)

[1.6 – 2.Department of Human Resources, Policies and Procedures](#)

[1.6 – 3.Department of Finance, Policies and Procedures](#)

[1.6 – 4.Department of Parks and Recreation, Policies and Procedures](#)

Agency Self Review: **MET**

Visitor Comments:

The Agency provided copies of the City Manager Administrative Directives and Policies and Procedures for the Human Resources, Finance and Parks and Recreation Departments. This standard has been met.

Visitor Evaluation: Met Not Met

1.6.1 - Administrative Policies and Procedures 

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

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

Agency Evidence of Compliance: The Department of Parks and Recreation is governed by the provisions of the City Code adopted by the City Council, provisions of City *Administrative Directives* issued by the City Manager, and provisions of City policies issued by other City departments such as the Department of Finance and Department of Human Resources. These policies are reviewed periodically by the administrative authority and all documents are easily accessible by all department staff on the City intranet site Beachnet.

The Department of Parks and Recreation is also governed by the provisions of policies issued by the Director of Parks and Recreation that encompass administrative and operational aspects of the department that are not governed by City policy. These policies are reviewed periodically as

required and amended accordingly by department management staff and are easily accessible by all department staff on the department intranet site *VBnet*. The periodic review of all department policies is conducted according to a *Parks and Recreation Policies Review Timetable* that provides the effective date, last reviewed, and next review dates of every department policy to be periodically reviewed by department management staff.

Agency Evidence of Compliance Documentation:

[1.6.1 – 1.City Manager Administrative Directives](#)

[1.6.1 – 2.Parks and Recreation Staff Intranet Site VBnet](#)

[1.6.1 – 3.Parks and Recreation Policies Review Timetable](#)

Agency Self Review: MET

Visitor Comments:

The Agency provided copies of the City Manager Administrative Directive, a link to the Park and Recreation staff intranet site and the Park and Recreation policies review timetable. This shows the status of when certain policies are up for review. This standard has been met.

Visitor Evaluation: Met Not Met

1.7 - Agency Relationships ★

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

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

Agency Evidence of Compliance: All Department of Parks & Recreation operational units as well as individual staff continually work with numerous counterpart and complimentary associations and agencies in the community including but not limited to the organizations listed below:

Liaisons by Department of Parks and Recreation:

- *Virginia Recreation and Park Society:* Co-Sponsorship of conferences and workshops.
- *Virginia Beach City Public Schools:* Facility Use Agreement to share facility space.
- *Virginia Beach Juvenile & Domestic Relations District Courts:* Referrals to department for individuals who must complete court remanded community service hours.
- *Chesapeake Bay Alcohol Safety Action Program:* Referrals to department for individuals who must complete program remanded community service hours.

- *National Recreation and Park Association:* Agency member and Commission for Accreditation of Park and Recreation Agencies accredited agency.

Liaisons by Out of School Time Program:

- *City of Virginia Beach Public Schools:* Partner to coordinate school facility use, food service and child transportation services as well as collaborating on RISE (Recreation, Imagination, Socialization, Education) After School Programs.
- *From One Hand To Another:* Partner with for 21st Century Community Learning Centers (CCLC) STEM (Science, Technology, Engineering, Mathematics) curriculum and RISE After School Programs.
- *City of Virginia Beach Department of Social Services:* Partner to administer childcare subsidies and licensing.
- *Virginia Beach Grow Smart Program:* Partner on various initiatives.
- *City of Virginia Beach Department of Health:* Partner to administer the Let's Move Virginia Beach Program.
- *United Way of South Hampton Roads:* Partner on United for Children fundraising campaign.

Liaisons by Community Recreation Centers:

- *Senior Services of Southeastern Virginia:* Both the Kempsville Community Recreation Center and the Bayside Community Recreation Center are considered Senior Services of Southeastern Virginia wellness centers. Our partnership provides an atmosphere for socialization and opportunities to maintain health, independence, and social activities. Senior Services of Southeastern Virginia provides meals for our patrons and wellness classes such as nutrition classes.
- *Food Bank of Southeastern Virginia:* The Kids Café Program is a national feeding program created by Feeding America. Children between ages 4 and 18 can receive a free, nutritious evening meal in our Joseph V. Grimstead Sr. Seatack Community Recreation Center. The Kids Café Program is located in a low-income neighborhood so participating children can walk or bike to the site. Food is also prepared on site for the Friendship Village community youth.
- *AFAA (Aerobics and Fitness Association of America):* Provide facility to host trainings for fitness and personal training certifications and in return we get several free registrations
- *Virginia Beach City Public Schools:* Coordinate high school Swimming and Diving, Middle School Intramural, Triathlon Club Training, TR Summer Camp Usage, and All-Night High School Graduation Parties.
- *Virginia Masters Swim Club:* Coordinate swim meets and swim clinics.
- *Lynnhaven Kiwanis Club:* Coordinate youth Learn to Swim and Water Safety Programs.
- *Virginia Aquarium:* Coordinate scuba diving interviews and training.
- *Virginia Beach Emergency Medical Services:* Coordinate beach summer lifeguard interviews.
- *Virginia Beach Police Department:* Coordinate qualifying swim tests for boat team members.
- *Camp Gonnawannagoagain:* Coordinate pool outings for private autism campers.
- *From One Hand to Another Program:* Coordinate summer activity swim time for Seatack community youth.
- *American Red Cross:* Coordinate Learn to Swim Programs, beach lifeguard training, and CPR/AED/OR classes.

- *Mary Helen Thomas Water Safety Council:* Coordinate Swim on For Safety event fundraiser.
- *Virginia Lifeguard Association and Tidewater Lifeguard Association:* Team member.
- *Infant Stimulation Program:* Coordinate swim instruction classes for children with disabilities.
- *CLASP (Citizens loving all Special People):* Sponsor dances for special need adult population.
- *Virginia Sun Wheelers:* Coordinate hosting fundraiser wheelchair basketball tournament.
- *City Mayor’s Committee for Persons with Disabilities:* Team member.
- *City Special Education Advisory Committee:* Team member.
- *City Virginia Beach Extension Leadership Council:* Team member.
- *City Inclusion and Diversity Council:* Team member.
- *Old Dominion and Virginia Wesleyan College:* Coordinate student internship program and student volunteer opportunities.
- *Longwood University Therapeutic Recreation Alumni Practitioner Advisory Council:* Team member.
- *Mideast Symposium on Therapeutic Recreation:* Symposium participants as conference delegates and speakers.

Liaisons by Sports Management Office:

- *City Non-Profit Recreation Associations:* Coordinate numerous youth and adult athletic leagues that are co-sponsored by the department.
- *City Convention & Visitors Bureau Sports Marketing Unit:* Coordinate utilization of department managed City athletic fields in order to bring out of town youth and adult athletic tournaments to the City.
- *Independent Non-Profit Youth Sports Organizations:* Coordinate formal lease of City athletic facilities by youth athletic leagues.

Liaisons by Youth Opportunities Office:

- *Virginia Beach City Public Schools:* Facility usage and summer youth job placements.
- *Green Run Community Leaders Organization:* Coordinate parks and recreation related youth and adult community activities.
- *Western Bayside Communities United Organization:* Coordinate parks and recreation related youth and adult community activities.
- *Virginia Beach Police Department:* Community relations team member.
- *Virginia Beach Department of Human Services:* Assist with coordination of summer youth employment program.
- *City Youth and Community Action Team:* Team member.
- *Opportunity Inc. Youth Council:* Team member.
- *City Mayor’s Youth Leaders in Action Program:* Coordinate parks and recreation related activities.
- *Lake Edward Civic League:* Coordinate parks and recreation related youth and adult community activities.

Liaisons by Landscape Management Division:

- *Council of Garden Clubs of Virginia Beach:* Coordinate and partner on various landscape related projects

- *Golf Course Superintendent Association of America:* Member
- *International Society of Arboriculture:* Member and Speaker at Conferences
- *Keep America Beautiful Committee:* Member
- *Lynnhaven River Now:* Program Partners Committee Member
- *Mid-Atlantic Stihl, Inc.:* Partner with tree related and chain saw safety training statewide
- *National Playground Safety Institute:* Member
- *North Virginia Beach Civic League:* Coordinate and partner on various landscape related projects
- *SEACOM, Resort Area – Sense of Arrival Committee:* Coordinate Resort Related programs and projects
- *Sister City Miyazaki, Japan:* Coordinate and partner on Japanese Garden and various landscape related projects
- *Sports Turf Managers Association:* Member
- *Tidewater Turf Grass Association:* Member
- *United States Navy:* Coordinate volunteer opportunities and landscape projects
- *Urban Forest Roundtable of Hampton Roads:* Team Member
- *Virginia Beach Beautification Commission:* Board of Directors, Liaison
- *Virginia Dominion Power:* Coordinate tree related issues and landscape projects
- *Virginia Turf Grass Council:* Member
- *Western Virginian Water Authority:* Member

Liaisons by Parks and Natural Areas Bureau:

- *Mount Trashmore YMCA:* Collaborate on the cooperative programming and scheduling of various Mount Trashmore Park special events and YMCA programs including the cooperative use of shared parking facilities.
- *Virginia Beach Clean Community Commission:* Partner on the coordination of various City park system cleanup and volunteer projects.
- *Tidewater Search and Rescue:* Partner on the coordination of the use of City park property and City open space property by the agency for various emergency response training events.
- *Boy Scouts of America:* Partner on the coordination of various Eagle Scout projects in the City park system.
- *Girl Scouts of America:* Partner on the coordination of various gold medal award projects in the City park system.
- *Virginia Beach SPCA:* Partner on various park system wildlife initiatives.
- *Virginia Marine Resources Commission:* Partner on the coordination of various City park system waterway use and access issues and initiatives.
- *State of Virginia Department of Game and Inland Fisheries:* Partner on the coordination of City park system land enforcement issues, invasive species removal at City park sites, fish monitoring and fish count initiatives, and land management plans.
- *State of Virginia Department of Conservation and Recreation:* Partner on the coordination of City park system land enforcement issues, invasive species removal at City park sites, fish monitoring and fish count initiatives, and land management plans.
- *Cape Henry Collegiate Private School:* Partner on various City park system cleanup projects.

- *Back Bay National Wildlife Refuge*: Partner on the cooperative use of Little Island Park parking area for Back Bay National Wildlife Refuge overnight trips and special events. Also, collaborate on the removal of invasive species at City park sites.
- *False Cape State Park*: Partner on the cooperative use of Little Island Park parking area for False Cape State Park overnight trips and special events.
- *United States Military (All Branches)* – Partner with various groups to plan and conduct a wide variety of City park system cleanup and improvement projects.
- *Lynnhaven River Now Foundation*: Partner on a wide variety of issues including park system cleanup projects, focused committees and teams such as the Clean Water Task Force and Waterway Access, partner with Schools on the Growing Wetlands in the Classroom Initiative, conduct joint events and educational sessions.
- *Various Civic Associations and Neighborhood Watch Groups*: Partner to share information and address issues related to the Park System, in particular our 185 Neighborhood Parks, especially those that may impact the quality of life for the neighborhood or adjacent property owners.
- *Various Recreation Associations and Soccer Groups* – Coordinate use of park system property as assigned recreational space for practices and league games, including development and management of park system temporary use agreements.
- *Various City Youth Baseball Leagues*: Manage park system property land leases for youth baseball and soccer leagues including development and management of additional park system temporary use agreements as required.
- *City of Virginia Beach Public Schools*: Partner on the coordination of a variety of issues including renovations and replacements of high school tennis courts and lighting fixtures, renovations and replacements of elementary school athletic fields and lighting fixtures, and the cooperative joint use of school and City park system property.
- *City of Chesapeake Parks & Recreation*: Partner on various issues and share equipment such as special event show mobiles.
- *City of Norfolk Parks & Recreation*: Partner on various issues and share equipment such as special event show mobiles.
- *Virginia Beach Juvenile & Domestic Relations District Courts*: Referrals for individuals to complete community service hours
- *Winter Wildlife Festival Partners*: Department of Conservation & Recreation (First Landing & False Cape State Parks) – state agency; Back Bay National Wildlife Refuge – federal agency; Back Bay Restoration Foundation – local non-profit; Lynnhaven River NOW – local non-profit; Virginia Aquarium – city department; Virginia Beach Audubon Society – local non-profit; Virginia Beach Public Libraries – city department; Department of Game & Inland Fisheries – state agency.
- *Earth Day Event Partners*: Coordinate event activities with the Virginia Beach Clean Community Commission; the City Department of Public Works, and the Girl Scouts of Colonial Coast organization.
- *Family Fishing Clinic Partners*: Coordinate event activities with Region 7 of the BASS Federation and the City Sheriff’s Community Fund.

In addition, Department of Parks and Recreation staff also serve as personal liaisons to numerous community and civic organizations that include but are not limited to the following:

Liaisons by Business Systems Division Staff:

Name	Title	Affiliation
Maile Hildenbrand	Business Systems Administrator	Liaison, Parks and Recreation Commission
Mary Prier	Marketing and Resource Development Coordinator	Liaison, Virginia Beach Parks and Recreation Foundation
Dena Kimball	Recreation Specialist I	Liaison & Instructor for employment, interview and application techniques: Norfolk Workforce Development Programs Department of Aging and Rehabilitated Services Military Fleet & Family Transition Services including spouses and dependents Youth Career Opportunities Opportunity Inc. Employment Programs Virginia Job Corps Programs Virginia Beach Technical & Career Center Virginia Beach Public Libraries Various local colleges and high school recreation related programs Good Will Industries Community Employment Programs Liaison, Virginia Employment Commission

Liaisons by Landscape Management Division Staff:

Name	Title	Affiliation
Frank Fentress	Landscape Management Administrator	Liaison, Council of Garden Clubs of Virginia Beach Liaison, Virginia Beach Beautification Commission Liaison, Lynnhaven River Now Program Partners Committee
Kevin Bennington	Operations Coordinator	Liaison, Council of Garden Clubs of Virginia Beach Liaison, Mid-Atlantic Steele, Inc. Liaison, Western Virginian Water Authority
Mitchell K. Nichols	Lifecycle Management	Liaison, Emergency Operations Center (EOC)
Symsi Denson	Operations Coordinator	Liaison, Council of Garden Clubs of Virginia Beach Liaison, Virginia Beach Beautification Commission

Name	Title	Affiliation
Susan French	City Arborist	Liaison, Friends of Live Oaks Liaison, Council of Garden Clubs of Virginia Beach Liaison, Virginia Beach Beautification Commission Liaison, Southeast Virginia Urban Forest Roundtable

Liaisons By Planning, Design and Development Division Staff:

Name	Title	Affiliation
Chad Morris	Planning, Design and Development Administrator	Liaison, City Green Ribbon Committee Liaison, U.S. Army Corps of Engineers Liaison, Virginia Department of Conservation and Recreation Liaison, Virginia Department of Environmental Quality Liaison, Virginia Department of Game and Inland Fisheries
Chris Kennedy	Landscape Architect I	Liaison, Lynnhaven River Now Organization
Corinna Green	Planner III	Liaison, City Open Space Advisory Committee Liaison, Lynnhaven River Now Organization Liaison, Bay Front Advisory Committee
Elaine Linn	Planner III	Liaison, City Bikeways and Trails Advisory Committee Liaison, Virginia Department of Transportation HRTPO Active Transportation Subcommittee member

Liaisons by Programming and Operations Division Staff:

Name	Title	Affiliation
Starr Armstrong	Recreation Specialist I	Liaison, Seatack Neighborhood Assistance Program Committee
Ken Kemp	Parks and Recreation Supervisor	Liaison, Seatack Civic League Liaison, Citizen Advisory Committee with 2 nd Police Precinct
Peyton Campbell	Parks and Recreation Supervisor	Liaison, Kellam High School and Ocean Lakes High School “Celebrate Life” Graduation Committees

Name	Title	Affiliation
Opal Cooper	Recreation Specialist I	Liaison, Beach Baby Treasure Hunt Grant
Tiffany Cumbo	Recreation Specialist I	Liaison, American Red Cross
Carol Fernheimer	Parks and Recreation Coordinator	Liaison, American Red Cross Liaison, Virginia Beach Department of Environmental Health Liaison, Virginia Beach Emergency Medical Services
Rick Rowe	Parks and Recreation Coordinator	Liaison, Hampton Roads Soccer Council Liaison, Public Safety Special Events Task Force Liaison, Great Neck Baseball League Liaison, Plaza Little League Liaison, Princess Anne Little League Liaison, Virginia Beach Little League Liaison, Kempsville Pony Baseball League Liaison, Lynnhaven Boys Baseball League Liaison, Virginia Beach Field House
Pam Fisher	Parks and Recreation Supervisor	Liaison, First Colonial, Bishop Sullivan and Norfolk Academy High Schools “Celebrate Life” Graduation Committees Liaison, Citizens Advisory Committee 2nd Police Precinct
Tracey Gauthier	Programming and Operations Manager	Liaison, 4 th Precinct Citizens Advisory Council
Sharon Godfrey	Parks and Recreation Supervisor	Liaison, Mayor’s Committee for the Disabled
Becky Jones	Parks and Recreation Supervisor	Liaison, Bayside High School “Celebrate Life” Graduation Committee Liaison, Citizen Advisory Committee with 3rd Police Precinct
Mike Leigh	Parks and Recreation Supervisor	Liaison, Citizen Advisory Committee with 4 th Police Precinct
Michael Lester	Recreation Specialist II	Liaison, Citizen Advisory Committee with 2 nd Police Precinct
Mike Moore	Parks and Recreation Supervisor	Liaison, Open Space Advisory Committee Liaison, Bikeways and Trails Advisory Committee Liaison, Lynnhaven River Now

Name	Title	Affiliation
Jennifer Myers	Recreation Specialist I	Liaison, Virginia Recreation & Park Society Conference Planning Committee
Mike Parkman	Recreation Specialist II	Liaison, Lynnhaven Boys Baseball Liaison, Liaison, City Special Events Task Force
Susan Topping	Parks and Recreation Supervisor	Liaison, Plaza Little League Liaison, Virginia Beach Little League Liaison, Kempsville Pony Baseball
Amy Woodson	Parks and Recreation Supervisor	Liaison, Clean Community Commission Liaison, Police 4 th Precinct Citizens Advisory Committee
Kathy Williams	Parks and Recreation Supervisor	Liaison, Citizens Loving All Special People (CLASP) Liaison Virginia Beach Extension Leadership Council Liaison, City Department of Agriculture 4-H Youth Summer Camp Program and 4-H Teen Club
Dawn Candia	Recreation Specialist II	Member, Virginia Beach Public Schools Special Ed Advisory Committee
Becky Foreman	Recreation Specialist I	Liaison, Mayor’s Committee for People with Disabilities
Colleen Brennan	Parks and Recreation Coordinator	Member, Tidewater branch of Virginia Center for Inclusive Communities

Agency Evidence of Compliance Documentation:
[1.7 – 1. Virginia Beach Schools Memorandum of Agreement](#)
[1.7 – 2. CLASP Memorandum of Agreement](#)
[1.7 – 3. Green Run Little League City Land Lease](#)

Agency Self Review: MET

Visitor Comments:

The Department provided a list of all the organizations that they are a member of or associated with along with who the Department liaison is for each organization. In addition, copies of current Memorandum of Agreements and a Land Lease Contract were included.

Visitor Evaluation: Met Not Met

1.7.1 - Operational Coordination and Cooperation Agreements

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

Suggested Evidence of Compliance: Provide examples of cooperative agreements.

Agency Evidence of Compliance: The Department of Parks & Recreation has numerous formalized cooperative facility use and maintenance agreements with various agencies and organizations that include but are not necessarily limited to the agreements listed below. Copies of referenced agreements have been provided as Evidence of Compliance Documentation.

Land Lease Agreement with Virginia Beach Golf Management, Inc.: This formal land lease agreement authorizes the firm of Virginia Beach Golf Management, Inc. (Lessee) to operate and maintain the City owned Red Wing Lake Golf Course, Bow Creek Golf Course, and Kempsville Greens Golf Course. The lease was executed on February 1, 2011 and will expire on January 31, 2021.

Park Land Lease Agreement with Hampton Roads Soccer Council: This formal land lease agreement authorizes the non-profit organization of Hampton Roads Soccer Council to utilize a City owned fifty-five (55) acre parcel for the purpose of developing and operating a youth soccer league facility. The lease was executed on March 8, 1994 and will expire on May 10, 2034.

Park Land Lease Agreement with Virginia Beach Field House, LLC: This formal land lease agreement authorizes the firm of Virginia Beach Field House, L.L.C. to utilize a City owned forty-seven (47) acre parcel for the purpose of constructing and operating a Fieldhouse athletic facility and multi-purpose athletic fields. The lease was executed on February 17, 2010 and will expire on February 16, 2050.

Facility Management Lease Agreement with Hometown Sports Management, LLC: This formal facility management lease agreement authorizes the firm of Hometown Sports Management, LLC to manage and maintain the City owned facility known as the *United States Field Hockey National Training Center* that is located on twenty-seven (27) acres of City owned property. The lease agreement was executed on April 10, 2009 and will expire on April 30, 2025.

Park Land Lease Agreement with Great Neck Baseball League, Inc. This formal land lease agreement authorizes the non-profit Great Neck Baseball League, Inc. to utilize a City owned 12-acre parcel for the purpose of developing and operating a youth baseball league. The lease was executed on September 1, 2013 and will expire on August 31, 2018.

Agency Evidence of Compliance Documentation:

[1.7.1 – 1.Land Lease Agreement with Virginia Beach Golf Management, Inc.](#)

[1.7.1 – 2.Park Land Lease Agreement with Hampton Roads Soccer Council](#)

[1.7.1 – 3.Park Land Lease Agreement with Virginia Beach Field House, LLC](#)

[1.7.1 – 4.Facility Management Lease Agreement with Hometown Sports Management, LLC](#)

[1.7.1 – 5.Park Land Lease Agreement with Great Neck Baseball League, Inc.](#)

Agency Self Review: MET

Visitor Comments:

The Agency submitted copies of five current lease agreements with various organizations for the use of city grounds and facilities. This standard has been met.

Visitor Evaluation: Met Not Met

**VISITATION REPORT SUMMARY FOR CATEGORY 1.0
(AGENCY AUTHORITY, ROLE, AND RESPONSIBILITY)**

Reviewed By: *Oscar Carmona*

Unmet Standards: *(List the Standard # and Name)*

Provide clarification for all unmet fundamental standards :

2.0 - Planning

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

Planning activities are essential to effective agency management. Frequently, they are the responsibility of a permanent component of the agency; however, they may be performed by staff from various units or contracted to an outside professional consultant. Complex demands for services and limited public resources require that the park and recreation agency carefully research operational alternatives and plan future programs. Precise guidelines should establish the parameters of planning tasks and responsibilities.

The strength of the planning unit's leadership is a major ingredient in a productive and effective planning effort. This competence may be reflected both in academic training and in prior professional experience. The chief administrator should be closely involved in the planning process. A direct relationship between planning personnel and the chief administrator enhances the ability for the planning personnel to collect data and make recommendations, and the chief administrator's ability to make informed decisions.

Strategic planning is vital to high performing organizations and involves organizational and community input to identify and come to agreement on vision, mission, and values that support and guide the systems, structures, and strategies as a framework for organizational progress to achieve results.

These standards examine the types of planning necessary for administrators to efficiently and effectively manage both day-to-day and long-term operations of a park and recreation agency.

2.1 - Overall Planning Function within Agency

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

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

Agency Evidence of Compliance: The Department of Parks and Recreation Planning, Design, and Development Division staff is responsible for all planning and related functions for the department. These responsibilities include short range and long-range planning for all department managed City facilities including neighborhood parks, community parks, metro parks, signature parks, special use facilities, gateway parks, water access sites, open space preservation areas, natural areas, town greens, eco-gardens, urban plazas, and recreation centers. Division staff function as internal capital project managers for all capital projects funded by the department

Capital Improvement Program as well as internal project consultants to the Director of Parks and Recreation, Programming and Operations Division staff, Landscape Management Division staff, and Business Systems Division staff.

The mission of the Planning, Design & Development Division is to maintain a high quality and safe indoor and outdoor recreational system through sustainable planning, design, and development practices. Division staff includes a Professional Planner, seven (7) Professional Landscape Architects, and a financial professional.

Agency Evidence of Compliance Documentation:

[2.1 – 1.PDD Division Mission Statement and Primary Functions](#)

[2.1 – 2.Chad Morris Resume](#)

[2.1 – 3.Brian Phelps Resume](#)

[2.1 – 4.Chris Kennedy Resume](#)

[2.1 – 5.Corinna Green Resume](#)

[2.1 – 6.Dean Bowles Resume](#)

[2.1 – 7.Elaine Linn Resume](#)

[2.1 – 8.Robert MacPherson Resume](#)

[2.1 – 9.Michael Anaya Resume](#)

[2.1 – 10.Trina Harrell Resume](#)

Agency Self Review: **MET**

Visitor Comments:

The Agency provided a copy of their Planning, Design and Development Division’s mission statement and primary functions along with resumes of their current staff. This standard has been met.

Visitor Evaluation: Met Not Met

2.2 - Involvement in Local Planning 

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

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

agreements.

Agency Evidence of Compliance: Department of Parks and Recreation staff have been and continue to be involved in a variety of community planning initiatives. This involvement ranges from coordination with civic community associations and citizens regarding municipal construction and renovation projects planning to long term staff commitment to participate in regional planning initiatives. In addition to community planning, department staff is also actively involved in working with other City departments, non-profit agencies, regional planning agencies, Virginia state departments and agencies, and federal organizations. This effort provides a comprehensive approach to address social, transportation, natural resource management, and health and wellness opportunities for the local and regional communities.

The involvement of Department of Parks and Recreation staff in local planning initiatives encompasses the formal plan review process by City staff of public and private development projects for conformance to City building and zoning code requirements, formal City Commissions and Committees in which department staff are members, various committees where department staff is invited to discuss specific parks and recreation related issues, non-governmental organizations who request guidance from department staff, coordination by department staff with the development of the City Capital Improvement Program budget, and coordination of the public input process regarding department development and renovation projects and long range planning initiatives. Examples of specific department staff involvement with community planning initiatives include but are not limited to the following:

Development Site Plan Review Process: All public and private development projects must be reviewed and approved by City staff prior to construction. This process is managed by the City Department of Planning staff who forwards plans to all appropriate City departments. The Department of Parks and Recreation Planning, Design and Development Division staff and the Landscape Management Division staff participate in this process by reviewing proposed subdivision site plans and rezoning plans for City code compliance.

City Bikeways and Trails Advisory Committee: This committee is comprised of Department of Parks and Recreation staff, a City Council appointed Parks and Recreation Commission member, a City Council appointed Planning Commission member, and a City Council appointed Agriculture Committee member. This committee serves in an advisory capacity to City Council with respect to the implementation, coordination, and construction of bikeways and trail facilities throughout the City; the promotion of a balanced approach between and among various facilities and trail user interests; and to provide a forum for continued citizen and governmental input in the planning and programming of future bicycle facilities and trails.

City Open Space Advisory Committee: This City Council appointed citizen committee is comprised of Department of Parks and Recreation staff, a City Council appointed Parks and Recreation Commission member, as well as community members and business representatives. This committee serves in an advisory capacity to the Parks and Recreation Commission and to the City Council with respect to matters pertaining to the City purchase of undeveloped property in

order to preserve the property in a natural state as open space. The members of the committee share expertise in such areas as trails, greenways, beaches, waterways, bikeways, active recreational areas, cultural and natural areas, and environmental issues.

City Bayfront Advisory Committee: This City Council appointed citizen committee is comprised of two City Council member liaisons, Department of Planning staff, community members, and business representatives. Department of Parks and Recreation staff regularly attends committee meetings to answer committee member questions and provide information regarding new and existing recreational amenities that are located in the Bayfront geographical area. A major on-going project for this group is improving pedestrian and bicyclist safety and connectivity throughout the Shore Drive roadway corridor in the northern region of the City.

Lynnhaven River NOW Organization: The non-profit Lynnhaven River NOW organization is a local citizen volunteer organization that works closely with Department of Parks and Recreation staff, Department of Public Works staff, and Department of Planning staff toward a common goal of significantly improving the water quality of the Lynnhaven River in the northern region of the City as well as all associated water tributaries. This goal is being accomplished by identifying and reducing all sources of water contamination in the Lynnhaven River in order to restore lost habitats such as oyster reefs and vegetative buffers.

City Capital Improvement Program: Through the development of the annual City Capital Improvement Program budget, Department of Parks and Recreation Planning, Design and Development Division staff coordinates with other City departments to ensure that recreational facilities such as parks, multi-purpose trails, bike lanes, and canoe and kayak launch facilities are considered in the scope of funding for non-recreation related capital projects such as City Department of Public Works and Virginia Department of Transportation funded roadway improvement projects.

Public Information Input Process: City Administrative Directive AD 3.14 (*Public Input for Public Infrastructure Projects Undertaken in the City*) requires a public information input meeting for all capital projects listed in the City Capital Improvement Program budget and other construction projects undertaken by a City agency. It is the practice of Department of Parks and Recreation staff to always coordinate public information input meetings for all planned department managed capital projects that have been funded.

Agency Evidence of Compliance Documentation:

[2.2 – 1. Development Site Plan Review Process Exhibits](#)

[2.2 – 2. City Bikeway and Trails Committee Exhibits](#)

[2.2 – 3. City Open Space Advisory Committee Exhibits](#)

[2.2 – 4. City Bayfront Advisory Commission Exhibits](#)

[2.2 – 5. City Capital Improvement Program Exhibits](#)

[2.2 – 6. Administrative Directive AD 3.14 \(Public Input for Public Infrastructure Projects Undertaken in the City\)](#)

Agency Self Review: MET

Visitor Comments:

The Agency provided examples of compliance which includes various committee exhibits from Open Space Advisory, City Bayfront Advisory, Capital Improvement Program, among others along with the Administrative Directive which addresses the Public Input for Public Infrastructure Projects Undertaken in the City.

Visitor Evaluation: Met Not Met

2.3 - Planning with Regional, State, and Federal Agencies

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

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

Agency Evidence of Compliance: Department of Parks and Recreation staff works closely with a variety of regional, state and federal agencies to coordinate planning initiatives that affect the delivery of services and facilities for the City of Virginia Beach. Typically, department staff representation is on a permanent basis for planning initiatives that are regional in nature. In other cases, the representation and involvement by department staff may be temporary depending on the scope and complexity of specific projects and issues. The working relationships by department staff with regional, state, and federal agencies include but are not limited to the following:

United States National Park Service: Department of Parks and Recreation staff works closely with National Park Service staff to promote regional trail projects such as the new *Southeast Coast Saltwater Paddle Trail*. Department staff has recently worked closely with the United States National Park Service staff and the Virginia Department of Conservation and Recreation staff to identify the Pleasure House Point Natural Area in the City that is managed by the department as the northern terminus of the new paddle trail.

Federal Highway Administration: Department of Parks and Recreation staff works closely with Federal Highway Administration staff regarding department coordinated trail projects that are partially funded by Federal Highway Administration administered reimbursement grants.

Virginia Department of Conservation and Recreation: Department of Parks and Recreation staff works closely with the Virginia Department of Conservation and Recreation staff on a variety of

regional planning issues. For example, department staff facilitated a cooperative agreement that allows overnight parking in the City Little Island Park that is managed by the department for visitors that are camping in the False Cape State Park. Staff from both organizations are also working on a proposed property swap in the area that will provide the opportunity for the City to make parking improvements to the park and provide a future site for Virginia Department of Conservation and Recreation educational programs and public access to the northern portions of the Back Bay Natural Wildlife Refuge Area.

Hampton Roads Planning District Commission: The Hampton Roads Planning District Commission is a state appointed and funded regional planning commission that includes representation from nine municipalities in the Hampton Roads area including the City of Virginia Beach. Department of Parks and Recreation staff has worked closely with this commission to design the Hampton Roads Conservation Corridor System to implement a green infrastructure plan, open space planning, waterway access planning, bicycle trails planning, and water quality and environmental systems planning. Department staff has recently worked closely with the Hampton Roads Planning District Commission staff to identify existing and proposed public water access sites to be included in a regional database. The database will be accessible by the public allowing users to easily identify water access points along regional waterways that cross municipal borders.

Hampton Roads Sanitation District: The Hampton Roads Sanitation District (HRSD) is the regional waste water treatment utility for the region. To meet new regulations, HRSD must construct a 5-million-gallon tank to collect storm water runoff during rain events within a specific service area. To accomplish this initiative, HRSD is partnering with the City of Virginia Beach to develop a creative solution with a tank that fits the operational regulation requirements while providing an approximately 20,000 square foot skate park on the tank surface. Department of Parks and Recreation staff is working closely with HRSD staff to facilitate the design and construction of the new wet weather storage tank in the existing City Woodstock Community Park that is managed by the department.

Virginia Department of Environmental Quality: Department of Parks and Recreation staff works closely with the Virginia Department of Environmental Quality staff regarding a variety of environmental quality related issues including scoping and implementation of projects to reduce pollutant levels from storm water runoff into city waterways and the development of no discharge zones for boaters on the Lynnhaven River, Rudee Inlet and North Landing River.

Trust for Public Land Organization: The Trust for Public Land is a national non-profit land conservation organization. Department of Parks and Recreation staff worked closely with staff from the Trust for Public Land organization to acquire a 108-acre natural area site on the Lynnhaven River adjacent to the Chesapeake Bay that is now known as the Pleasure House Point Natural Area that was threatened by commercial development. The property was successfully acquired and is now open to the general public for hiking, fishing and kayaking.

Agency Evidence of Compliance Documentation:

[2.3 – 1.National Park Service Southeast Coast Saltwater Paddling Trail](#)

[2.3 – 2.Virginia Department of Conservation and Recreation Exhibits](#)

[2.3 – 3.Hampton Roads Planning District Commission Exhibits](#)

[2.3 – 4.Hampton Roads Sanitation District Exhibits](#)

Agency Self Review: MET

Visitor Comments:

The Agency provided several examples of regional, state and federal involvement in projects such as the Southeast Coast Saltwater Paddling Trail in partnership with the National Park Service, the Hampton Roads Sanitation District project at Woodstock Park and the MOU with State of Virginia regarding overnight parking at a city facility serving a nearby state park.

Visitor Evaluation: Met Not Met

2.3.1 - Community Comprehensive Plan with Park and Recreation Component

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

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

Agency Evidence of Compliance: The City of Virginia Beach City Council adopted the *City of Virginia Beach Comprehensive Plan – It’s Our Future: A Choice City* on May 17, 2016 as the official policy guiding the physical development of the City. This document provides an overall vision along with guiding principles for designated planning areas, the master transportation plan, environmental stewardship, housing and neighborhoods, and economic vitality. Each of the designated planning area sections address open spaces, parks and trails within the context of the character of that specific area. Within Section 1.3 (*Suburban Area*), protecting and enhancing natural open spaces and places is one of the guiding planning principles established to promote the vibrancy and distinction of neighborhoods and other places of interest. “Parks and Conserved Lands,” part of Section 2.2 (*Environmental Stewardship Framework*), demonstrates the importance of the park, recreation and trail system to the economic, environmental and social vitality of the city, and provides recommended future action items to support this system.

Additionally, the *Virginia Beach Outdoors Plan* and the *Virginia Beach Bikeways and Trails Plan* are adopted by reference as components of the Comprehensive Plan.

Agency Evidence of Compliance Documentation:

[2.3.1 – 1. May 17, 2016 City Council Summary](#)

[2.3.1 – 2. 2016 Virginia Beach Comprehensive Plan](#)

[2.3.1 – 3. 2016 Virginia Beach Comprehensive Plan Section 1.3](#)

[2.3.1 – 4. 2016 Virginia Beach Comprehensive Plan Section 2.2](#)

[2.3.1 – 5. 2016 Virginia Beach Outdoors Plan](#)

[2.3.1 – 6. Virginia Beach Bikeways and Trails Plan](#)

Agency Self Review: MET

Visitor Comments:

The Department provided a copy of the City of Virginia Beach Comprehensive Plan and Council Approval minutes from May 17, 2016. This standard has been met.

Visitor Evaluation: Met Not Met

2.4 - Park and Recreation System Master Plan ★

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

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

- a. Agency mission (1.4);
- b. Agency objectives (1.4.1);
- c. Recreation and leisure trends analysis (10.5.1);
- d. Needs assessment (10.4);
- e. Community inventory (10.5.2); and
- f. Level of service standards (10.3.1).

Agency Evidence of Compliance: The Department of Parks and Recreation has an established

comprehensive park and recreation system master plan entitled *The Virginia Beach Outdoors Plan: A Master Plan for the Parks and Recreation System*. The department Outdoors Plan was adopted as a component of the City Comprehensive Plan that was *adopted by the City Council in August 2016*. The City Comprehensive Plan provides a long term vision of the City regarding how public services and facilities will be provided, how the environment will be protected, how open space will be preserved, and generally what guiding principles will be employed by the City to facilitate a coordinated citywide strategy that will define the future of the City. These principles provide guidelines to the Department of Parks and Recreation that are utilized by department management staff to implement strategies in the Outdoors Plan that ensure a sustainable parks and recreation system.

The goal of the current City Outdoors Plan is to continue to build upon the successful implementation of former outdoors plan editions and to progress even further toward comprehensive outdoor recreational planning and analysis through the following:

- Refining classification of the park system components.
- Incorporating Statistical Needs Analysis for City owned parks and recreation real estate assets and amenities based on updated service standards.
- Continuously updating the inventory of City owned parks and recreational real estate assets.
- Continuously updating the inventory of all state, federal, and homeowner association owned parks and recreation related real estate assets.
- Geographic information system based equity mapping.
- Parks and Recreation related facility design standards.
- Capacity demand standards model.
- Qualitative and quantitative public participation process.
- Recommendations for future strategic open space site acquisitions.
- Recommendations for further outdoor recreation improvements.
- Implementation strategies and cost estimates.

The adoption of a new edition of the City Outdoors Plan is always coordinated with the adoption of the newest edition of the City Comprehensive Plan by the City Council, allowing complete plan cohesion as well as coordinated public outreach efforts. A series of public outreach efforts including electronic surveys, citizen open house sessions, stakeholder workshops, presentations to citizens advisory committees, public input sessions, and a comprehensive community needs survey greatly assist Department of Parks and Recreation management staff with the determination of citywide master plan priorities. A comprehensive analysis by department staff utilizing park facility assets, facility usage, condition assessments, population and projection data, level of service standards, needs assessments, roadway and trail networks, and local, regional and national trend information have provided key component factors in recommendations for new parks and facilities, renovations of existing facilities, recreation programming, and adaptive reuse strategies. Target projects and opportunities listed in the plan are based on these recommendations in addition to meeting the scope of the established priorities and goals. These target projects, opportunities, and recommendations are described throughout the Outdoors Plan in relation to community needs and trends and are grouped into appropriate project type categories within the Capital Improvement Program section of the Outdoors Plan (Chapter 5). Chapter 5 provides design and construction cost

estimates of future project funding requirements that are needed for facility renovations, new facility development, and facility acquisitions through year 2040. Additionally, some of the target projects and opportunities are directly reflected in the *2018 Department of Parks & Recreation Capital Improvement Program Budget* that has been adopted and funded by City Council for FY18-19.

The Department of Parks and Recreation Capital Improvement Program is the phased funding strategy and project schedule regarding the capital construction and renovation of City parks, recreational facilities, and related infrastructure. The Outdoors Plan serves as a framework for developing these important amenities in the community and ties directly into the City Comprehensive Plan that details the strategy for growth and development throughout the City. The long term goals of the Department of Parks and Recreation Capital Improvement Program include:

- A City with an effective system of parks, recreational facilities, and open spaces that are located throughout the City.
- A City with recreational opportunities, natural environments, and open spaces that are considered critical components of the City infrastructure.
- A City with a variety of cultural and recreational amenities for the benefit of all residents and visitors to the City.

The City Outdoors Plan will continue to serve as the Department of Parks and Recreation Master Plan document and will continue to be periodically updated by the Department of Parks and Recreation approximately every eight years as a component of the City Comprehensive Plan as adopted by the City Council. Department of Parks and Recreation staff will continue to perform ongoing GIS analysis, community surveys, and community trends analysis to stay informed and ensure master plan priorities are regularly updated and a *Community Facility Inventory* will be continuously maintained to ensure that all parks and recreation facilities that are managed by the department are reflected in the system inventory.

Agency Evidence of Compliance Documentation:

[2.4 – 1.2016 Virginia Beach Outdoors Plan](#)

[2.4 – 2.Updated Vision Statement](#)

[2.4 – 3.2016 City Council Summary of Adoption of Outdoors Plan](#)

[2.4 – 4.2018 Parks & Recreation Approved CIP Budget](#)

[2.4 – 5.2018 Community Facility Inventory](#)

Agency Self Review: **MET**

Visitor Comments:

The Agency provided a copy of their Virginia Beach Outdoors Plan, City Council adoption of the Plan, the approved CIP budget and the community facility inventory. The levels of service standards are addressed; however, they are limited only to a select group of park and/or amenity types that the Agency felt needed to be addressed at this particular point in time.

Visitor Evaluation: Met Not Met

2.5 - Strategic Plan

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

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

Agency Evidence of Compliance: Department of Park and Recreation staff completed a comprehensive two-year strategic planning process in December 2018 that culminated in the publication of a new *Parks and Recreation 2018 Strategic Plan* that replaced the *Parks and Recreation 2014 Strategic Plan*. Components of the new strategic planning document include revised initiatives for the department regarding Core Values, Vision, Mission, and Community Priorities that were developed during a strategic planning workshop with thirty (30) department management and professional staff that was facilitated by representatives of the consulting firm of PROS Consulting. The revised initiatives that were unanimously endorsed in June 2018 by the City Parks and Recreation Commission members appointed by the City Council are as follows:

Core Values:

Inclusion
Legendary Guest Experience
Innovation
Empowerment
Sustainability

Vision:

To be the national leader in providing enriching and memorable lifelong experiences.

Mission:

Exceed community expectations in an inclusive, innovative and sustainable manner.

Community Priorities:

Protect the Environment
Promote Healthy Lifestyles

Provide Community Access

Ensure the stewardship of funds, facilities and public lands

Revised Department of Parks and Recreation strategic goals and objectives included as components of the new Strategic Plan include:

- Engage the community, leadership and internal/external stakeholders through varied public input to build a shared vision for programs, technology, and customer service and retention.
- Utilize a wide variety of data sources and best practices to predict trends and patterns of recreational facility and program uses for current and future Virginia Beach residents.
- Focus on community priorities that include access, the environment and outdoors, healthy lifestyles, and stewardship.
- Shape financial and operational preparedness through innovative and “next” practices to achieve the strategic objectives and recommend actions to deliver core services.
- Develop a dynamic and realistic strategic action plan that creates a road map to ensure programs and services are aligned with the departmental mission and City Council goals, as well as action steps to support the family-oriented community and businesses that call Virginia Beach home.

The strategic planning process involved data gathering through SWOT Analysis, key leader interviews, focus groups, online surveys and a public forum. The process included demographic, psychographic and recreation trends analysis. Program, technology and customer service assessments were also conducted, analyzed, and evaluated. Recommendations in the Strategic Plan were organized into a *Strategic Action Matrix* that outlines goals, outcomes, responsibilities and performance metrics that help define success. Department management and professional staff have already begun implementation of the recommendations by researching and implementing action items by established timelines and the progress of initiatives in the Strategic Action Matrix are closely monitored and regularly evaluated.

Agency Evidence of Compliance Documentation:

[2.5 – 1.2018 Parks and Recreation Strategic Plan](#)

[2.5 – 2.2014 Parks and Recreation Strategic Plan](#)

[2.5 – 3.Parks and Recreation Commission June 2018 Meeting Minutes](#)

[2.5 – 4.2018 Parks and Recreation Strategic Action Matrix](#)

[2.5 – 5.Parks and Recreation Strategic Action Matrix Tracking](#)

Agency Self Review: **MET**

Visitor Comments:

The Agency provided copies of their 2014 and 2018 Park and Recreation Strategic Plans, June 2018 Commission meeting minutes approving the new Strategic Plan, Staff Strategic Action Matrix and a Strategic Action Matrix tracking form. These items provide the evidence needed to meet this standard.

Visitor Evaluation: Met Not Met

2.6 - Feasibility Studies

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

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

Agency Evidence of Compliance: The Department of Recreation staff regularly conducts feasibility studies on a wide range of projects to facilitate long range strategic planning regarding parks and recreation system improvements and to ensure decision makers have the detailed professional analysis necessary to make informed decisions. Some examples of feasibility studies that have been conducted by department staff include the following:

Relocation Study of Pottery and Ceramics Program: The scope of this study encompassed the viability of relocating the Pottery and Ceramics Program from a satellite building to one of the community recreation centers. Because the operational specifics of the Pottery and Ceramics Program required specific square footage and HVAC system requirements, an extensive cost benefit analysis of program revenue trends and recreation center renovation costs was performed by department staff. This study documented in a *Relocation Study of Pottery & Ceramics Program Report* that it was not cost effective or operationally viable to relocate the Pottery and Ceramics Program.

Reuse of Kempsville Community Recreation Center Pool: The scope of this study encompassed the viability of incorporating the existing swimming pool in the existing 37-year old Kempsville Community Recreation Center that was planned to be demolished into the design of a replacement Kempsville Community Recreation Center. The cost and viability of incorporating a portion of a 37-year old building into a modern new building was extensively documented and analyzed by department staff and the design consultant. This study determined in a *Reuse of Kempsville Community Recreation Center Pool Report* that the 37-year old Kempsville Community Recreation Center should be completely demolished and a new community recreation center building designed and constructed on the same site.

Norfolk Southern Railroad Right-of-Way Shared Use Path Concept Study. The scope of this study encompassed the viability of building a 10.5-mile shared use asphalt path within the former Norfolk Southern Railroad Right-of-Way from the western geographic border of the City with the City of Norfolk eastward to an eastern connection with an existing shared use asphalt path on Norfolk Avenue at the City oceanfront. This study analyzed trail widths, trail construction materials, and at grade crossing methodologies at all trail and roadway intersections. The final

Norfolk Southern Railroad Right-of-Way Shared Use Path Concept Study divides the proposed trail design into 10 segments with recommend sequences of trail construction and an estimated cost to complete each of the trail segments.

Agency Evidence of Compliance Documentation:

[2.6 – 1.Relocation Study of Pottery & Ceramics Program Report](#)

[2.6 – 2.Reuse of Kempsville Community Recreation Center Pool Report](#)

[2.6 – 3.Norfolk Southern Railroad Right-of-Way Shared Use Path Concept Study](#)

Agency Self Review: MET

Visitor Comments:

The Agency provided three examples of recent feasibility studies. These included a relocation study of a program, a reuse of a facility and a concept study for a shared use path. These examples meet the criteria for this section.

Visitor Evaluation: Met Not Met

2.7 - Site Plans

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

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

Agency Evidence of Compliance: The Department of Parks and Recreation, Planning, Design and Development Division staff utilizes all levels of detail of site plans to guide the renovation of existing department facilities as well as the development of new department facilities. These site plans are either developed by division staff or developed through consultation with contracted architectural and engineering firms as required for more specialized and detailed site plans. The four categories of design detail that are required for site plans that the Planning, Design, and Development Division staff coordinates are Conceptual Site Plans, Preliminary Site Plans, Final Design Site Plans, and Final Construction Site Plans as follows.

Conceptual Site Plans: Conceptual Site Plans are typically developed by department staff to provide a general idea of how a park site, playground, building, trail, or other facility can be oriented at a particular location with limited details. Usually, more than one conceptual site plan alternative is developed for a capital project in order to provide different options from which to

choose a preferred alternative. Typically, conceptual site plans range from 5% to 15% in terms of design completion detail. Two recent examples of conceptual site plans that were developed by department staff are the *Conceptual Site Plan for New Mount Trashmore Signature Park Maintenance Facility* and the *Conceptual Site Plan for New Parks & Recreation Administration Building Facility*.

Preliminary Site Plans: Preliminary Site Plans are developed for a capital project as a first level of detail once a preferred conceptual alternative has been selected. These plans range from 15% to 35% in terms of design completion detail. The preliminary site plan phase is needed in order to provide an early level of project detail to facilitate preliminary review of the scope of the project but not too much detail that requires high levels of costs in terms of design effort and time. Two recent examples of preliminary site plans that were developed by department staff are the *Preliminary Site Plan for New Lark Downs Neighborhood Park Facility* and the *Preliminary Site Plan for New Parks & Recreation Administration Building Facility*.

Final Design Site Plans: Final Design Site Plans are developed to provide enough design detail to begin to make key decisions regarding project material finishes, drainage, traffic routing, pedestrian circulation, lighting, irrigation, and other key site and building decisions. Final design site plan reviewers examine the final design site plans in order to refine and finalize design details and suggest improvement changes from review comments of the preliminary site plans phase. Final design site plans range from 35% to 95% in terms of design completion detail. One recent example of a final design site plan that was developed by department staff is the *Final Design Site Plan for New Light Neighborhood Park Facility*.

Final Construction Site Plans: Final Construction Site Plans represent a completed set of drawings that can be utilized to construct a capital project. Often referred to as final construction drawings or construction bid documents, final construction site plans represent all changes that have been made from review comments of the conceptual, preliminary, and final design phases of site plans. Final construction site plans represent 100% design completion detail. Two recent examples of final construction site plans that have been developed by department staff are the *Final Construction Site Plan for New Mount Trashmore Signature Park Maintenance facility* and the *Final Construction Site Plan for New Parks & Recreation Administration Building Facility*.

Agency Evidence of Compliance Documentation:

[2.7 – 1. Conceptual Site Plan for New Mount Trashmore Signature Park Maintenance Facility](#)

[2.7 – 2. Conceptual Site Plan for New Parks & Recreation Admin Building Facility](#)

[2.7 – 3. Preliminary Site Plan for New Lark Downs Neighborhood Park Facility](#)

[2.7 – 4. Preliminary Site Plan for New Parks & Recreation Admin Building Facility](#)

[2.7 – 5. Final Design Site Plan for New Light Neighborhood Park Facility](#)

[2.7 – 6. Final Construction Site Plan for New Mount Trashmore Signature Park Maintenance Facility](#)

[2.7 – 7. Final Construction Site Plan for New Parks & Recreation Admin Building Facility](#)

Agency Self Review: **MET**

Visitor Comments:

The Agency provided several examples of conceptual, preliminary and final site/design plans for parks and facilities. These examples provide the evidence of compliance needed to meet this standard.

Visitor Evaluation: Met Not Met

2.8 - Historical and Cultural Resource Management Plans

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

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

Agency Evidence of Compliance: The Department of Parks and Recreation has a multi-faceted approach to managing historical, cultural, and natural resources throughout the City park system. The vision for effectively managing the cultural and natural areas of the City is: 1) to acquire as open space certain natural areas for their specific environmental, ecological, and aesthetic value; and 2) to support state, federal, and other City agencies in preserving existing cultural and historic landmarks and to identify other structural and geographical areas in the City that are worthy of cultural and historic preservation.

Department of Parks and Recreation staff frequently coordinates with other City departments as well as state and federal agencies to support property acquisition, plans, recreational programs, services, amenities, and activities that are components to preserving and enhancing the cultural and natural resources of the City. Current cultural and natural resource management efforts by Department of Parks and Recreation staff include the development of site-specific management plans and master plans, historical research, and the development of a variety of public access improvements such as canoe and kayak launch facilities in City parks that are designated as natural areas. Environmental education and outreach is also conducted on a regular basis by Department of Parks and Recreation staff through environmental programming and through providing volunteer opportunities for department sponsored environmental projects such as trash clean ups along waterways and tree plantings and wetland plantings in department managed City facilities. In addition, Department of Parks and Recreation staff develops and installs environmental education signage in natural areas and along trails that display site environmental education and natural resource characteristics of the area. Examples of recent Department of Parks and

Recreation historical, cultural, and natural area resource management plans include but are not limited to the following:

Lake Lawson/Lake Smith Master Plan: The Lake Lawson/Lake Smith Master Plan was designed for the 42-acre natural area that was acquired from the neighboring City of Norfolk in 2009. The natural area is considered unique because of the long history of recreation and casual exploration on the site prior to the acquisition of the property by the City. The age and diversity of the forested areas of the site is spectacular but the heavy use of the site has negatively impacted the vegetation and shoreline of the site and aging infrastructure also degraded the user experience. The master plan was developed by Department of Parks and Recreation staff with community input in order to develop strategies for renovations to the site that would increase public access opportunities for fishing, boating, and wildlife viewing while protecting the historical and cultural importance of this landmark.

Pleasure House Point Management Plan: The Pleasure House Point Management Plan was developed by Department of Parks and Recreation staff to assist with the management of the 108-acre natural area known as Pleasure House Point. The Pleasure House Point site is an environmentally sensitive area that is located on the Lynnhaven River in the heavily populated Bayfront geographical area of the City. A major challenge in the development of the master plan was the development of a management strategy that would effectively balance the desires of City residents to access the site with the need to effectively protect the sanctity of the wildlife habitat. The property was purchased for open space with the help of a grant from the U.S. Fish and Wildlife Service under the National Coastal Wetlands Conservation Program. As a condition of the grant, a conservation easement was recorded over 82 acres of the property that is held by the Virginia State Department of Game and Inland Fisheries that required the City to develop a management plan to govern the utilization and operation of the property. Department of Parks and Recreation staff coordinated a committee of experts from the Virginia State Department of Environmental Quality, the Virginia State Department of Conservation and Recreation, the Virginia State Department of Game and Inland Fisheries, the City Department of Public Works, and local environmental advocates to assist in developing the management plan over a period of 18 months. During the planning process, extensive wildlife surveys were conducted on the property and provisions for continued wildlife monitoring on the site are included in the management plan.

Marshview Park Master Plan: The Marshview Park master plan was developed by the Department of Parks and Recreation for the 100-acre open space property that is located in the oceanfront geographic area of the City. The master plan emphasizes the elements of the history of the area, cultural resources, natural resources, and the character of the surrounding area.

Marshview Park Phase I & Phase II Archeological Investigation of Site 44VB0363: The Marshview Park Phase I & II archeological investigation was conducted by the James River Institute for Archeology for the Department of Parks and Recreation as a component of the master planning process for the development of the new Marshview Park. Site 44VB0363 was identified as a suspected colonial era domestic site during an initial Phase 1 archeological survey. The goals of the Phase II study were to learn more about the site, provide City residents and students with an

opportunity to participate in the archeological dig, and to include recommendations for interpretation of the site in the long-range master plan for the Marshview Park site.

Virginia Aquarium Owls Creek Area Master Plan: The Virginia Aquarium Owls Creek Area Master Plan was developed by Department of Parks and Recreation staff through a partnership with the non-profit Virginia Aquarium Foundation. The development of the master plan was the product of an extensive 10-month, multi-step process that incorporated input from City executive staff, Virginia Aquarium staff, and Virginia Aquarium Foundation members as well as from City residents. The final master plan is intended to encourage redevelopment of regional significance by preserving the existing community heritage, facilitating a mix of land uses, encouraging transportation connectivity, and protecting the natural environment.

Agency Evidence of Compliance Documentation:

[2.8 – 1.Lake Lawson/Lake Smith Master Plan](#)

[2.8 – 2.Pleasure House Point Management Plan](#)

[2.8 – 3.Marshview Park Master Plan](#)

[2.8 – 4.Marshview Park Phase I Cultural Resource Survey](#)

[2.8 – 5.Marshview Park Phase II Cultural Resource Survey](#)

[2.8 – 6.Virginia Aquarium Owls Creek Area Master Plan](#)

Agency Self Review: MET

Visitor Comments:

The Agency submitted several examples of master and management plans and cultural resource surveys which provide the evidence of compliance necessary to meet this standard.

Visitor Evaluation: Met Not Met

2.9 - Community Involvement 

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

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

Agency Evidence of Compliance: Department of Parks and Recreation staff regularly liaison with the general public as well as community civic and agency representatives regarding numerous department capital project planning, design, and construction projects as well as other parks and recreation related community planning initiatives. These liaisons include staff from other City departments; staff from the City Schools Division; members and officers of local civic associations; and local, state, regional, and federal agency representatives. In addition, department staff regularly liaison with members of City Council appointed citizen advisory groups including the Virginia Beach Parks & Recreation Foundation, Open Space Advisory Committee, Parks and Recreation Commission, Mayor’s Youth Leaders in Action Committee, and Bikeways & Trails Advisory Committee.

Department of Parks and Recreation staff also employs various methodologies to involve the community in planning efforts including surveys, public meetings, and various print and electronic media. City residents are periodically surveyed to ascertain their opinion regarding local recreational needs and trends. These surveys are analyzed and compared to existing department services, programs, facilities and conditions by department staff to assess how department operations could be continually enhanced. Additional public meetings and surveys are conducted for specific projects with surveys conducted in person, via telephone, in writing both paper & online, and through the City Virtual Town Hall that is an online public comment web application.

For large projects such as a master plan or major facility design and construction project, Department of Parks and Recreation staff will conduct a series of public meetings to provide information about the project and solicit public input. Online web pages are also created for all major projects, master plans, and many ongoing projects with every web page having a “contact us” link to the department web site fun@vbgov.com that is a direct e-mail address in conjunction with the department main telephone number. Members of the public can also view and post their comments on department Facebook, Twitter, YouTube, and Instagram pages as well as view project pictures on Flickr. Every City community recreation center also has a suggestion box that is accessible by the public. In addition, the City Mayor, City Council, and City Manager’s office maintain Facebook, e-mail, mail, and telephone access by the public. All of these communication media are monitored regularly and citizen input is received and responded to in a timely manner.

In the case of grant funded projects, the Department of Parks and Recreation will publish advertisements indicating its willingness to hold public meetings about new projects. These advertisements are published twice at the beginning and the end of a 30-day public comment period. Depending on the level of interest and response, the Department of Parks and Recreation staff will either hold a public meeting or meet directly with a special interest individual or small group. In the case of smaller projects such as the design and construction of neighborhood parks or park playground renovations, Department of Parks and Recreation staff will contact adjacent property owners and appropriate civic organizations directly to provide concept plan designs and solicit their comments and recommendations.

Several recent examples of the community involvement process executed by the Department of Parks and Recreation include but are not limited to the following projects:

Back Bay National Wildlife Refuge Alternative Transportation Study: This capital design project required Department of Parks and Recreation staff to partner with representatives of the City Department of Public Works, City Department of Planning, National Park Service, and a consultant engineering firm. The political sensitivity of this project required an extensive community involvement process to be executed by department staff and the feedback that was received has been incorporated in the final project design plan that will facilitate land and water multi-modal public access to the Back Bay National Wildlife Refuge.

Buckner Farms Neighborhood Park Renovation Project: Department of Parks and Recreation staff routinely execute a community involvement project with area residents and community organizations for all neighborhood park capital construction and renovation projects. This process includes a letter from the department to all area residents, especially those residents who live adjacent to the project site, as well as community organizations announcing the initiation of the project and soliciting their comments and recommendations regarding what amenities they would like to have included in the new park design. Based on this community involvement process, department staff develop a park renovation concept plan and conduct a public meeting to discuss and finalize the park renovation design plan.

Kempsville Community Recreation Center Replacement Project: This capital construction project to replace a very popular 37-year old community recreation center required Department of Parks and Recreation staff to partner with representatives of the City Department of Public Works, City Public Schools System, members of the City Council, and a consultant architectural firm. The political sensitivity of this project required an extensive community involvement process as well as frequent City Council briefings to be executed by department staff during the demolition, design, and construction phases of the new 87,000/sf community recreation center. The community involvement process included an extensive online and hard copy facility use assessment survey of current recreation center members as well as numerous community briefing meetings and frequent project updates on the City Town Hall website to solicit feedback from area residents and recreation center members during the project. Adjacent property owners also received direct mailings from the department in order to keep them fully informed regarding the current status and timeframe of the project as well as a department staff point of contact to ensure a timely resolution of any issues that should arise.

Federal Transportation Alternative Program (TAP) Grant Projects: Recent Department of Parks and Recreation funded federal TAP grant capital construction projects have included the *Buckner Boulevard Shared Use Path Construction Project* and the *Greenwell Road Shared Use Path Construction Project*. For both projects, department staff published news releases in the local newspaper announcing the initiation of the projects and soliciting public comment during a 30-day

public comment period. Following the comment period, department staff conducted a public meeting to brief area residents regarding the scope of the projects.

The City of Virginia Beach contains 12 historical African American neighborhoods. In 2015, the City Council identified the development of an African American Cultural Center as a strategic priority. The African American Cultural Center will be developed in Lake Edwards Park, a city park located within 6 of the 12 historical African American neighborhoods. Parks and Recreation is working with the African American Cultural Center Committees, their consultants and City staff in the development of the African American Cultural Center site, including the installation of *Portraits from a Place of Grace*, a temporary monument as public art and a place of reflection.

Burton Station is an historical African American neighborhood located near border between the City of Virginia Beach and the City of Norfolk. Burton Station is designated a Strategic Growth Area (SGA). The SGA development plan was adopted in 2009 and updated in 2018. As a part of the update process, three public meetings were conducted with the Burton Station community. The primary focus of two of these meetings was to get input from the community concerning the development of a park within the Burton Station SGA. The first meeting provided information to the community concerning the types of parks possible with the community members providing feedback through written surveys. Three conceptual designs were developed from their feedback around the theme of a commemorative park recognizing the historical significance of the Burton Station community. The second meeting presented these conceptual plans to the community and they provided feedback through surveys, comments and discussions.

Parks and Recreation's Therapeutic Recreation and Inclusion Services unit completed a needs survey in May 2019. VBPR staff coordinated with the City's Communication Office to advertise the survey to reach the target audience. The outreach included the survey link being emailed to VBPR's email list, posted on websites, social media, etc. VBPR's goal is to better understand the age, diagnosis, interest, location and setting, whether specialized or inclusive, needs within this community. VBPR will utilize this information to best meet the needs of this community.

Agency Evidence of Compliance Documentation:

[2.9 – 1.Back Bay NWR Alternative Transportation Study Community Involvement Process](#)

[2.9 – 2.Buckner Farms Neighborhood Park Renovation Project Community Letter](#)

[2.9 – 3.Buckner Farms Neighborhood Park Renovation Project Community Survey](#)

[2.9 – 4.Kempsville Community Recreation Center Patron Usage Survey](#)

[2.9 – 5.Kempsville Community Recreation Center Public Involvement Log](#)

[2.9 – 6.Kempsville Community Recreation Center Webpage Survey Feedback Data](#)

[2.9 – 7.Kempsville Community Recreation Center Adjacent Property Owners Letter](#)

[2.9 – 8.Buckner Boulevard Shared Use Path Construction Public Hearing News Release](#)

[2.9 – 9.Greenwell Road Shared Use Path Construction Public Hearing News Release](#)

[2.9 – 10.Mt Trashmore Skate Park Banner and Flyer](#)

[2.9 - 11.Mt Trashmore Skate Park Social Media Post](#)

[2.9 - 12.Mt Trashmore Skate Park Community Input](#)

[2.9 - 13.Mt Trashmore Skate Park Project Website](#)

[2.9 - 14.Department Community Needs Assessment Survey](#)

[2.9 – 15.2017 Needs Assessment Survey Report](#)

[2.9 - 16.Parks and Recreation Program Plan](#)

[2.9 - 17.SurveyMonkey Supervisor Eval YOO](#)

[2.9 - 18.SurveyMonkey Youth Eval YOO](#)

[2.9 – 19.Providence Park OLSF and Woodstock Park Improvements](#)

African American Cultural Center

- a. Proposed African American Cultural Center
- b. AACC Blessing of the Land Ceremony
- c. AACC Planning Meeting Invitation
- d. *AACC Portraits from a Place of Grace*

Burton Station

- e. Burton Station SGA plan updates
- f. Park Type Presentation
- g. Park Type Presentation Surveys
- h. Survey Results and Concept Plans
- i. Concept Plan Surveys

Therapeutic Recreation and Inclusive Services

- j. TR&IS Survey Announcement and Link
- k. TR&IS Survey Marketing Plan
- l. Therapeutic Rec Inclusion Services Survey

Agency Self Review: MET

Visitor Comments:

The Agency provided several examples of where community input opportunities are given such as design options for skateboard parks, public hearing news releases, needs assessment surveys and results. This also included cooperative input from the school district showing input opportunities from partners.

Visitor Evaluation: Met Not Met

2.10 - ADA Transition Plan

Standard: The agency shall develop and adopt a phased plan for the removal of barriers at

existing recreation facilities, parks, and amenities owned or operated by the agency, pursuant to the requirements of the US Department of Justice Title II regulation issued September 14, 2010 and effective March 15, 2011.

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

Agency Evidence of Compliance: The *Department of Parks & Recreation ADA Transition Plan* has been developed by department staff to encompass all recreational facilities that are managed by the department. This includes all recreation centers, athletic complexes, special use facilities, signature, metro, community, and neighborhood parks. This includes but is not limited to parking lots, playgrounds, play courts, diamond and multi-purpose athletic fields, picnic shelters, boat ramps, sidewalks, trails, curb ramps, concession buildings, park office and restroom buildings, and recreation center facilities.

In order to develop the ADA Transition Plan, Department of Parks and Recreation staff conducted an inventory of existing physical barriers in all facilities that are operated and managed by the Department and listed all the barriers that limit accessibility according to the standards of The Americans with Disabilities Act Accessibility Guidelines. Department staff diligently recorded the various types of non-compliant deficiencies in the *Parks and Recreation Facility Evaluations ADA Deficiencies Report* as well as documented recommendations and related costs to remediate the deficiencies. Annual inspections of all facilities will continue to be conducted by the Landscape Management Division, Park Maintenance Bureau staff and Planning Design & Development Division staff that have been appointed as ADA Coordinators. The task of prioritizing, cost estimating, and scheduling of capital renovations will continue by the department ADA Coordinators until all ADA accessibility deficiencies have been eliminated. Funding for all ADA facility improvements will come from the Department of Parks & Recreation Capital Improvement Program budget.

Agency Evidence of Compliance Documentation:

[2.10 – 1.Parks and Recreation ADA Transition Plan](#)

[2.10 – 2.Parks and Recreation Facility Evaluations ADA Deficiencies Report](#)

[2.10 – 3.Parks and Recreation Commission Meeting Minutes](#)

Agency Self Review: MET

Visitor Comments:

The Agency submitted their ADA Transition Plan and Facility Evaluations ADA Deficiencies Report. In addition, a copy of the minutes of the March 1, 2018 Park Commission meeting was uploaded to SharePoint site giving staff the authority to implement the plan.

Visitor Evaluation: Met Not Met

**VISITATION REPORT SUMMARY FOR CATEGORY 2.0
(PLANNING)**

Reviewed By: *Oscar Carmona*

Unmet Standards: *(List the Standard # and Name)*

Provide clarification for all unmet fundamental standards :

3.0 – Organization and Administration

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

The organizational structure provides alignment of responsibility and delegation of authority to enable the agency to carry out its mission. The roles, responsibilities and structure should be clearly understood by staff and the public.

Administrative reporting systems provide management information on the activities of the agency. Properly designed administrative reports will reflect comparative data and trends on activities. An effective administrative reporting system ensures communications throughout the chain of command.

Public information, community relations, and marketing are complementary functions within the agency. The functions overlap because they all deal with an organization's relationships and employ similar communication tools. While they have the same ultimate purpose of helping assure an organization's success, the purpose of each differs and each approaches the task from a different perspective.

To operate effectively, a park and recreation agency must have the support of its community. An agency can obtain such support by informing the public and news media of events that affect the lives of citizens in the community. By providing the news media and the community with information on agency administration and operations, a relationship of mutual trust, cooperation, and respect can be maintained.

An agency should make use of the many community organizations that exist in its jurisdiction and establish relationships with them. The park and recreation agency should play an active role in organizing community groups where they do not exist. By establishing such links with the community, the park and recreation agency learns of issues, needs, and opportunities and responds to them before they become problems. A well-organized community relations effort can act as an effective means of eliciting public support and can serve to identify problems in the making.

Effective market research, planning, product and program development, strategies, and objectives for delivering demand-driven, high quality programs and services contribute to successful park and recreation operations. Marketing is a process for accomplishing agency mission and objectives by developing, pricing, making accessible and providing accurate and timely information about recreational opportunities that satisfy the wants/desires of target markets.

All park and recreation agencies perform certain marketing functions; the scope of their work however, depends on their size and mandate. Among the functions are user inquiry, development of an agency marketing philosophy and marketing plan, and development of operational procedures and policy guidelines to implement that philosophy. The complexities of marketing and related research functions require that all agency staff be appropriately educated about marketing

and its application across functions.

3.1 - Organizational Structure

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

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

Agency Evidence of Compliance: *Agency Evidence of Compliance:* The Department of Parks & Recreation is comprised of four (4) operational divisions. These divisions are the Programming and Operations Division, the Planning, Design, and Development Division, the Landscape Management Division, and the Business Systems Division as indicated by the *Parks and Recreation Organizational Chart*. Each of the operational divisions in the department is managed by a division Administrator who reports to the Director of Parks and Recreation. Public information regarding the department organizational structure as well as staff telephone and e-mail contact information can be found on the department webpage as well as the City internet page vbgov.com. Internally, copies of department organizational charts can be found for reference by City and department staff on the City intranet page Beachnet.

The current operational functions for each department operational division are as follows:

DEPARTMENT OF PARKS AND RECREATION OPERATIONAL FUNCTION:

- To deliver parks, recreation programs and public spaces that reflect the priorities of our community.
- To support tiered levels of service that recognize the diverse needs of our community.
- To focus on sustainability of core programs, services and facilities through efficient and effective business practices.

PROGRAMMING AND OPERATIONS DIVISION OPERATIONAL FUNCTION:

- To deliver parks, recreation programs, and facilities that reflect the diverse needs of our community.

LANDSCAPE MANAGEMENT DIVISION OPERATIONAL FUNCTION:

- To provide internal support for the external delivery of parks facilities, recreation programs, public spaces, schools, and roadways through proactive asset management that focuses organizational resources and processes toward improving/enhancing the long-term value and viability of public assets and protects public investment.

PLANNING, DESIGN, AND DEVELOPMENT DIVISION OPERATIONAL FUNCTION:

- To create quality and safe recreational development and a sustainable City-wide environment through: Efficient management of the Department of Parks and Recreation Capital Improvement Program; Responsive professional planning, design, and project management resources; Asset management of Department of Parks and Recreation real estate and improvements; Administration of the Virginia Beach Outdoors Plan, Open Space Plan, and Bikeways and Trails Plan; Stewardship of Department of Parks and Recreation natural resources.

BUSINESS SYSTEMS DIVISION OPERATIONAL FUNCTION:

- To develop a comprehensive and sustainable budget that meets the needs of the citizens.
- To facilitate the recruitment, hiring and retention of staff who embody the Parks and Recreation Department mission.
- To ensure all divisions have the necessary software and hardware to efficiently complete daily tasks.
- To ensure the integrity and accuracy of all financial transactions.
- To communicate department messages and generate customer action through: Print, TV, radio and online advertising, direct mail, flyers, posters, rack cards and other collaterals, website management, email newsletters, and social media channels.
- To integrate quality customer service in all Parks and Recreation job duties. This involves three key components that operate concurrently: Friendly, informed and empowered staff; Customer friendly policies and procedures; and Inviting accessible and desired facilities, programs, and services.

Agency Evidence of Compliance Documentation:

[3.1 – 1.Parks & Recreation Organizational Chart](#)

Agency Self Review: **MET**

Visitor Comments:

Standard met with the submission of an interactive Parks & Recreation Organizational Chart. Organization Chart links did not work on through share point, however I was able to observe functioning links on their intra web. Files were add to support the missing links.

Communications from the public are routed through one email and phone number. Front line staff address public issues and forward them on to appropriate staff if needed. Upper level, Administrative and Coordinator team members' staff director can be found under "about us," Parks and Recreation, VBgov.com.

Visitor Evaluation: Met Not Met

3.2 - Administrative Offices

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

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

Agency Evidence of Compliance: All Department of Parks and Recreation staff offices and work areas are designed according to established *City of Virginia Beach Master Planning Space Allocation Standards*. The Department of Parks and Recreation opened a new twenty-five thousand (25,000) square foot administrative building in 2018 that consolidated multiple site office facilities. The new administration building is equipped with networked computers and printers, wireless Internet access, and sufficient file drawers, overhead storage, and lighting fixtures. Office supplies are conveniently located in wall storage cabinets and are replenished on a regular schedule with special supply orders for programs and projects delivered by vendors within forty-eight (48) hours. The Department of Parks and Recreation administration building includes one-hundred seventy-six (176) parking spaces to accommodate one-hundred fifteen (115) staff, seventeen (17) City vehicles, and forty-four (44) additional spaces for public visitors. The public is greeted to the building by a full-time staff receptionist who welcomes and assists the public during department operational hours of 8:00 a.m. to 5:00 p.m. Monday thru Friday.

All Department of Parks and Recreation staff has access to the City Municipal Reference Library. This research facility has thirty-nine hundred (3,900) books, periodicals, magazines, newsletters, City and State documents, and information files that include trends, issues, strategic plans, and historical data. In addition, the Municipal Reference Library provides convenient access to automated national informational data bases through the library's computerized membership services that make it possible for department staff to post information inquiries to other municipalities throughout the country. Trained library staff is also always available in the Municipal Reference Library to assist department staff with questions and literary research.

The *Department of Parks and Recreation new Administration Building* provides a large meeting room with seating capacity to accommodate seventy-six (76) people, four (4) conference rooms with seating capacity to accommodate twelve (12) people, two (2) small conference rooms with seating capacity to accommodate up to four (4) people, and six (6) informal open meeting plazas with seating capacity to accommodate up to ten (10) people. Conference rooms are equipped with a television, telephone, wireless Internet access, presentation and virtual conferencing equipment, natural and artificial lighting, and doors that lock. In addition, the Landscape Management Division facility and the seven (7) community recreation center facilities located throughout the City have networked computers, office space, meeting space, equipment rooms, and supply rooms that are adequate to meet the needs of department staff assigned to those facilities.

Agency Evidence of Compliance Documentation:

[3.2 – 1.City of Virginia Beach Master Planning Space Allocation Standards](#)

[3.2 – 2.Parks and Recreation Administration Building First Floor Design Plan](#)

[3.2 – 3.Parks and Recreation Administration Building Second Floor Design Plan](#)

Agency Self Review: MET

Visitor Comments:

Standard was met after review of City of Virginia Master Planning Space Allocation standards with floor plans and onsite walk-through of staff offices.

Visitor Evaluation: Met Not Met

3.2.1 - Support Services

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

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

Agency Evidence of Compliance: The Department of Parks and Recreation has numerous administrative staff support positions that are assigned to department administrative offices and operational facility sites that are located throughout the City. The administrative support staff in the department provides mission essential services to the management and professional staff in the department that greatly contributes to the accomplishment of the department mission as reflected in the *Administrative Support Positional Job Descriptions* of administrative staff support positions in the department.

Department of Parks and Recreation Office Supervisors are located at each facility to ensure that effective administrative supervision is provided and that adequate administrative assistance is provided at all times to the management and professional staff at their respective facility office sites. Support staff in the Business Systems Division Office includes a financial specialist and accounting services staff. Business Systems Division staff coordinate all accounting and purchasing functions for all units in the department. Other support staff at the department administration office coordinate all human resources related functions including training requests, payroll procedures, reports, documentation, data input, correspondence, database personnel records, filing, and other administrative support responsibilities as required.

The City Department of Communications and Information Technology staff provides technical support to the department regarding all matters involving the purchase and maintenance of

computer hardware, network infrastructure, and software. To assist the Department of Parks and Recreation staff with the performance of their assigned duties and responsibilities, the department has a total of four-hundred seventy-five (475) computers and tablets at facility office sites throughout the department that are networked utilizing a Wide Area Network.

State-of-the-art copiers, fax machines, and audio-visual equipment are available to all Department of Parks and Recreation staff as needed at each facility office site. The City utilizes Microsoft Outlook and Lync as mechanisms to communicate quickly and effectively both within and outside the City organization. The City has an extensive intranet that enables Department of Parks and Recreation staff to access City and department policies, forms, and information on a variety of work-related subjects. The intranet is available to any staff with a login ID and password. The site can be accessed at work or from anywhere in the world on a computer with internet access.

All Department of Parks and Recreation administrative support staff work closely with staff of City administration departments such as the Department of Finance, Department of Human Resources, and City Treasurer's Office in order to effectively coordinate duties and responsibilities related to the administration of payroll, employee benefits, and other personnel management related functions as well as the financial accounting of all department revenues and expenditures.

Agency Evidence of Compliance Documentation:

[3.2.1 – 1. Administrative Support Positional Job Descriptions](#)

[3.2.1 – 2. Asset Tiger Equipment Inventory Snapshot](#)

Agency Self Review: **MET**

Visitor Comments:

Standard met with the review of the Administrative Support Positional job description and asset list of technology hardware in the department. Virginia Beach Parks new administrative building also provided each team member with the same desk area set up. These areas included adjustable desks that can be used sitting or standing, plenty of filing space and cabinets.

Visitor Evaluation: Met Not Met

3.3 - Internal Communication 

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

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

Agency Evidence of Compliance: Department of Parks & Recreation staff work diligently to ensure that an effective internal communications system is maintained at all times in order to ensure that pertinent and timely information is communicated to all department staff. To accomplish this objective, department staff utilize a variety of methodologies to maintain an effective internal communications system as demonstrated by the *Department of Parks and Recreation Internal Communications Matrix*.

Some examples of internal Department of Parks and Recreation and internal City communications system methodologies include the following:

Internal Department:

- Department budget unit staff meetings
- Department monthly division administrators staff meetings
- Department monthly Leadership Team staff meetings
- Department monthly Capital Improvement Program project review staff meetings
- Department monthly training opportunities email bulletins
- Department daily *Microsoft Outlook* staff email communications
- Department daily *Microsoft Lync Messenger* staff email communications
- Department quarterly *PAR Excellence* staff meetings with department Director
- Department staff intranet site *VBnet*
- Department blog on *VBnet*
- Department *Inclusion Newsletter*
- Department monthly Marketing & Resource Development Division Email Newsletter
- Department monthly staff committee meetings

Internal City:

- Monthly City Benefits *Bulletin* email newsletter
- Monthly City *Wellness Update* email newsletter
- Monthly City *Member Update* email newsletter
- *Microsoft Outlook* staff email communications
- City intranet site *VBnet*
- Monthly City Manager Department Directors meetings
- Monthly City Manager Department Leadership Team meetings
- Monthly City Strategic Goals Team meetings
- Quarterly City newsletter *Member Conversations*
- Monthly City Manager Email *Straight Talk with Dave*

Agency Evidence of Compliance Documentation:

[3.3 – 1.Department of Parks and Recreation Internal Communications Matrix](#)

[3.3 – 2.Parks and Recreation Quarterly PAR Excellence Staff Meeting](#)

[3.3 – 3.Parks and Recreation Monthly Coffee with the Director Staff Meeting](#)

[3.3 – 4.City Quality of Work Life Member Survey](#)

[3.3 – 5.Parks and Recreation Organization Issues Action Plan](#)

[3.3 - 6.City Member Communications Program](#)

[3.3 – 7.City Beach You Asked Blog](#)

Agency Self Review: MET

Visitor Comments:

Standards met with the review of Communication Matrix, with a few examples provided in EOC folders such as “Because you asked- Blog,” PAR staff meetings agenda, and Monthly Coffee with the Director Meetings. Monthly Coffee with the Director allows 6 staff members appointed by their division leader to gather and meet with Director. The Director encourage solution based conversation.

Visitor Evaluation: Met Not Met

3.4 - Public Information Policy and Procedure

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

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

Agency Evidence of Compliance: *Agency Evidence of Compliance:* The Department of Parks and Recreation policy and procedures regarding public information is governed by the provisions of department policy *Department of Parks and Recreation Public Relations Policy and Procedure*. In order to effectively administer this initiative, the department has a dedicated full-time professional position assigned to the Marketing & Resource Development Bureau, Business Systems Division that is responsible for the effective communication between the department, the public, and the news media regarding the facilities, programs, services, and activities that are provided by the department. These responsibilities include, but are not limited to, ensuring City residents are fully informed about department facilities, programs, and events available to them; developing integrated marketing strategies for department programs, special events, and activities to ensure City residents are aware of the numerous opportunities to participate in department recreation activities; managing all media contacts and related issues for the department including writing and disseminating all news releases and media advisories; developing message points and background information on department parks and recreation related issues and news for utilization in department press releases; and conducting programmatic City resident surveys and market research.

Agency Evidence of Compliance Documentation:
[3.4 – 1.Parks and Recreation Public Relations Policy and Procedure](#)

Agency Self Review: MET

Visitor Comments:

Standard was met with the submission of Parks and Recreation Public Relations Policy and Procedure by the authority of the Director, Michael F. Kirschman on 12-4-18.

Visitor Evaluation: Met Not Met

3.4.1 - Public Information and Community Relations Responsibility

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

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

Agency Evidence of Compliance: The responsibility for all public information and community relations functions in the Department of Parks and Recreation is assigned to the full-time management position of Media and Communications Coordinator II in the department Marketing and Resource Development Bureau, Business Systems Division. A succinct summation of position responsibilities that are documented by the *Media and Communications Coordinator II position description* include the dissemination of information to the community through public relations efforts and the development of media and public content messaging including but not limited to the following functions:

Media Relations: Serves as the department liaison regarding all media and community relations responsibilities including the coordination of all inbound and outbound communication with the media, trains and coaches department staff regarding how to speak with the media, writes key messages and talking points and ensures department staff know how to articulate the messaging effectively, and reviews and edits important messages that are being disseminated to the public for clarity, uniformity, and appropriate context and messaging.

Content Marketing Strategy Coordinator: Develops and executes a department content marketing strategy and structure.

Social Media Coordinator: Lead the Department's efforts in social media expansion including developing and executing innovative social media marketing programs and media marketing solutions that effectively connect with department recreation program participants, Create interactive consumer social media campaigns that facilitate repeat engagement in department recreation programs, expand social media marketing platforms on Facebook, Twitter, and Instagram and work closely with bureau staff to brainstorm social media content.

Partnership Marketing: Work closely with bureau Coordinator to determine potential public information and community relations partners and create solicitation strategies.

Traffic Manager: Provide consistent direction and motivation while successfully overseeing the flow of work on all products and accounts from concept development to product completion. Coordinates and ensures marketing projects are delivered on time from job initiation to its release and billing. Acts as liaison between bureau staff and all other department units regarding department public information and community relations related project management. Responsible for the development of project schedules, monitoring staff workloads, tracking and monitoring project progress, and conducting staff project traffic meetings.

Copy Editing: Revise, edit, and proofread copy and content of all marketing materials as needed. Work with Creative Manager to ensure tone of copy and content is consistent and integrated throughout all marketing elements.

Agency Evidence of Compliance Documentation:

[3.4.1 – 1. Media and Communications Coordinator II position description](#)

Agency Self Review: MET

Visitor Comments:

Standard met with review of Media and Communications Coordinator II, which was last revised 12-09-2015.

Visitor Evaluation: Met Not Met

3.4.2 - Community Relations Plan

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

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

- a. Community relations policies for the agency;
 - b. Process and procedure for establishing contact with community organizations and other community groups;
 - c. Training needs for staff and community.
- (The community relations plan and marketing plan is often included in a single document).

Agency Evidence of Compliance: The Department of Parks and Recreation *Community Relations Plan* that is administered by the Business Systems Division, Marketing and Resource Development Bureau staff establishes a comprehensive strategy to complement the vision, mission, goals and objectives, and community relations priorities of the department. The plan includes methodologies for communicating information to the community and outlines departmental outreach efforts. Additionally, it references administrative policies related to community relations strategies and includes a department staff training program that is conducted by the Marketing and Resource Development bureau staff.

The effectiveness of the department Community Relations Plan is reviewed and evaluated annually by the Marketing and Resource Development staff by monitoring public sentiment; surveying the community to assess attitudes, interests, and needs and by utilizing metrics tracked through the bureau annual report that includes results related to community relations efforts. As a result of this comprehensive review and evaluation process, a new department Community Relations Plan is developed annually by the Marketing and Resource Development Bureau Coordinator and submitted to the Director of Parks and Recreation for review and approval. The current department Community Relations Plan was approved by the Director of Parks and Recreation on July 31, 2018.

Agency Evidence of Compliance Documentation:
[3.4.2 – 1.Parks and Recreation Community Relations Plan](#)

Agency Self Review: MET

Visitor Comments:

Standard met with the review of the Parks and Recreation Community Relations Plan which included plan, method and training. Plan was adopted on 7-31-18 by Director, Michael Kirschman.

Visitor Evaluation: Met Not Met

3.4.3 - Marketing Plan

Standard: The agency shall have an established marketing plan, based on market research that is evaluated periodically for effectiveness. The fundamental principle of marketing is to gain an understanding of customer needs, wants, concerns and behaviors. The marketing

plan addresses the appropriate mix of communications tools to promote agency programs, facilities, events and services and to provide accurate, timely and useful information to the various segments of the target audience.

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

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

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

Agency Evidence of Compliance: The Department of Parks and Recreation Marketing Plan that is administered by the Business Systems Division, Resource Development Bureau staff established a comprehensive strategy regarding department marketing communications and data analysis to support department strategic initiatives regarding providing quality programs, services, and facilities to all City residents. The components of the department marketing plan include, but are not limited to, situational assessments, performance measures, community assessments, marketing objectives and methods, and market segmentation.

The Marketing and Resource Development Bureau has an annual operating budget of approximately \$850,000. All department advertising, promotions, and publicity funding has been centralized in the bureau in order to leverage the benefits of large-scale procurement and to insure consistent messaging and branding regarding all department communications and advertising.

The effectiveness of the department Marketing Plan is reviewed and evaluated annually by the Marketing and Resource Development staff to ensure that the plan effectively complements the vision, mission, and goals and objectives of the department. As a result of this comprehensive review and evaluation process, a new department Marketing Plan is developed annually by the Marketing and Resource Development Bureau Coordinator and submitted to the Director of Parks and Recreation for review and approval. The current department Marketing Plan was approved by the Director of Parks and Recreation on July 31, 2018.

Agency Evidence of Compliance Documentation:

[3.4.3 – 1.Parks and Recreation Marketing Plan](#)

[3.4.3 – 2.Parks and Recreation Community Alternative Providers Report](#)

[3.4.3 – 3.Market Segmentation Analysis](#)

[3.4.3 – 4.January Membership Marketing Campaign](#)

[3.4.3 – 5.Recreation Center Citizen Tapestry Summary](#)

[3.4.3 – 6. Virginia Beach Top Segments – Demographic Trends](#)

Agency Self Review: MET

Visitor Comments:

Standard met with the review of the Marketing Plan which included Marketing Methods, Mix and objectives; Demographics Trends, Economic Climate, and Alternative Provider list with pricing comparisons.

Visitor Evaluation: Met Not Met

3.4.3.1 - Marketing Responsibility

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

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

Agency Evidence of Compliance: The responsibility for all Department of Parks and Recreation marketing functions is assigned to a full-time *Marketing and Resource Development Coordinator* management position who manages the department Marketing and Resource Development Bureau in the Business Systems Division. The incumbent in this position is responsible for coordinating a six-person team of professional staff that administers a comprehensive department marketing program with strategic initiatives designed to facilitate increased participation in the department's multi-faceted recreational facilities, services, and programs. The Bureau professional staff includes those with extensive expertise in web and e-mail strategy and design, media buying, ad planning, graphic and digital design, video editing, social media, public relations, and strategic analysis. The team utilizes relevant technologies including Wrike, Google, AdWords, Google Analytics, Emma, and Adobe Creative Suite including Premiere with a focus on digital advertising, marketing, and communications.

Agency Evidence of Compliance Documentation:

[3.4.3.1 – 1. Marketing and Resource Development Coordinator Position Description](#)

Agency Self Review: MET

Visitor Comments:

Standard met with the review of Marketing Resources Development & Public Relations Positions Job Descriptions, with the last updated made in May of 2014.

Visitor Evaluation: Met Not Met

3.5 - Utilization of Technology

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

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

Agency Evidence of Compliance: The Department of Parks and Recreation has a dedicated full-time professional Information Technology (IT) staff assigned to the IT Business Unit of the Business System Division who are assigned the responsibility to manage enterprise applications specific to the special needs of a contemporary parks and recreation system. A comprehensive *Master List of Technologies* utilized by department staff has been provided as evidence of compliance documentation. Primary technological applications utilized by the department include but are not limited to the following:

Infor Public Sector 8: The Infor Public Sector 8 application enables the Department of Parks and Recreation, Landscape Management Division staff to effectively manage the grounds maintenance for the 7,400-acre park system, 512 public building sites, 816 roadway landscaping sites, and 82 school parcels in the City that are dispersed at more than 1,700 individual sites. Integration of the Infor Public Sector 8 application into the workflow has enabled the division to efficiently manage all City assets, staff workloads, and materials as well as develop a proactive strategy for divisional budgeting. Additionally, the Infor Public Sector 8 application permits the department to account for expenditures in time and materials supported by revenue streams from the Virginia Beach Public Schools, the Virginia Department of Transportation, and the Federal Emergency Management Agency. The IT Business Unit staff within the Business Systems Division is responsible for administering the Infor Public Sector 8 application for the department.

ActiveNet: ActiveNet is utilized by Department of Parks and Recreation staff to effectively manage all department course and program registrations, all community recreation center memberships, and all facility reservations and rentals. The IT Business Unit within the Business Systems Division is responsible for administering the ActiveNet application.

InSITE: InSITE is utilized by Department of Parks and Recreation staff to report and manage the department's finances. This financial application is also utilized by other City departments to track

budget, revenue, and expenditures. The City Department of Communications and Information Technology is responsible for administering the InSITE application.

Wide Area Network (WAN): The City Department of Communications and Information Technology staff provides technical support to the department in the purchase and maintenance of hardware, network infrastructure and software. To assist the Department of Parks and Recreation staff with the performance of their assigned duties and responsibilities, the department has over 400 computers and tablets at office sites throughout the City networked by the Wide Area Network (WAN).

In addition, state-of-the-art copiers, fax machines, and audio-visual equipment are available to all Department of Parks and Recreation staff at each facility office site. The City utilizes Microsoft Outlook, Office365, and Lync as mechanisms to communicate quickly and effectively both within and outside the City organization. The City has an extensive intranet that enables Department of Parks and Recreation staff to access City and department policies, forms, and information on a variety of work-related subjects. The intranet is available to any staff with a login ID and password.

Agency Evidence of Compliance Documentation:

[3.5 – 1.Parks and Recreation Master List of Technology](#)

Agency Self Review: MET

Visitor Comments:

Standard met with review of Master List of (Software) Technology which also included future plans for the department needs.

Visitor Evaluation: Met Not Met

3.5.1 - Management Information Systems 

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

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

Agency Evidence of Compliance: The Department of Parks and Recreation utilizes a variety of measurements and metrics to assist department management staff with their decision-making process and to inform the community about progress on meeting community priorities. The daily

data processing needs of the department are accomplished utilizing the automated software application system ActiveNet for such record keeping functions as program registrations, accounting, facility reservations, inventory control, point-of-sale, facility membership management, and program registration. The department automated software application system Infor Public Sector 8 manages maintenance staff workflow and all City assets and materials. The City automated financial software application system InSITE tracks all department revenues and expenditures. Comprehensive reporting through these automated software application systems enables department staff to maintain a proactive strategy regarding the management of the department operating budget by accounting for all expenditures in time and materials that are supported by revenue streams.

The Department of Parks and Recreation utilizes a variety of statistical and data summaries to assist department management staff with making adjustments in spending, programming, and resource allocations to achieve the department mission within a balanced budget. Departmental budget and revenue analysis and reporting are the responsibility of the Business Systems Division staff. Budget reconciliation financial reports are completed by all department bureau managers and submitted to the Business Systems Division staff for analysis and evaluation in order to compile a comprehensive analysis. Revenue and expenditure reports are completed for the first quarter and then monthly for the remainder of the fiscal year. The reconciliation reports also contain commentary from department bureau managers regarding the status of the bureau in meeting assigned goals and objectives in relation to the department mission. The annual budget process provides the forum to summarize past year performance and adjust financials to better align with the department mission.

The Department of Parks and Recreation, Marketing and Resource Development Bureau staff regularly performs statistical analysis of market research data to assess community parks and recreational programming and facility needs and to evaluate programs and services currently being provided by the department. Insights and reports are created using tools like ActiveNet, Tableau, Esri Community Analyst, Esri ArcGIS Online, Power BI, and Microsoft Excel. Examples of these research methodologies include but are not limited to the following:

Customer and Citizen Surveys: A key component to keeping the department in touch with the priorities and needs of citizens and customers is to periodically survey the general citizenry and continually survey the customers utilizing the services of the department. To accomplish this initiative, the Marketing and Resource Development Bureau periodically contracts with a professional research firm to conduct a full community and member survey. Recreation center members and recreation program participants are surveyed continuously at the following intervals: Annual Recreation Center Members: (30 days, 90 days, & 365 days after purchase); Annual Recreation Center Members Not Renewing Membership: (45 days after membership expires); Recreation Program Participants: (last day of each program). Every customer satisfaction survey the department conducts includes a Net Promoter Score (NPS). Utilizing NPS allows the department to compare programs and memberships to one another and to study trends in the department's customer service delivery.

Market Research Analysis: The Marketing and Resource Development Bureau staff regularly performs market research in order to monitor market changes and market pricing and to provide the base data necessary to perform an analysis of market trend. This type of analysis helps department management staff to decide where the department can successfully compete in the market and enables department management staff to price programs according to competitive market pricing.

Trend Analysis: The Marketing and Resource Development Bureau staff regularly performs trend analysis in order to provide the long view of where the market is going as a basis for planning future department facilities, programming, and services. Recreation center membership, program registration, and customer retention are continually monitored for performance and the local and national market is studied for trends related to attitudes towards activities, changes in citizen demographics, and shifts in the program offerings of other agencies. An example of a *Membership Trend Analysis* has been provided as Evidence of Compliance Documentation.

Cost of Service Analysis: The Department of Parks and Recreation has a systematic approach to calculating the cost of providing services. Programs and services are divided into five tiers, ranging from tier one, with the greatest community benefit to tier five, with the greatest individual benefit. Cost recovery targets are established for each tier with the lowest tier having zero to minimal cost recovery and the highest tier having the largest cost recovery. Pricing and cost recovery is evaluated twice annually in September and February and adjustments are made as needed. Alternate provider information is updated in February of each year to evaluate market position.

Program Pricing Analysis: The Department of Parks and Recreation has an established program and service pricing methodology that is based on a combination of cost of service, service classification, market pricing, and price reduction strategies. A comprehensive pricing structure is reviewed and updated annually during the department operating budget development process. An example of a *Program Pricing Analysis* has been provided as Evidence of Compliance Documentation.

Market Segmentation Analysis: The Marketing and Resource Development Bureau staff performs a comprehensive Market Segmentation Analysis on recreation center memberships and program participation to identify high use segments. By maximizing revenue from the department's most loyal customers, department staff are able to better serve the community and maintain affordable rates on recreational programs and recreation center memberships. An example of a *Market Segmentation Analysis* has been provided as Evidence of Compliance Documentation.

Sales Volume Analysis: The Marketing and Resource Development Bureau staff prepares a monthly sales report to analyze sales data and make recommendations for any changes in strategy. This analysis includes sales data over time with year-over-year comparisons. Trending data is reviewed and utilized in concert with revenue data to determine pricing and marketing strategies. An example of a *Sales Volume Analysis* has been provided as Evidence of Compliance Documentation.

Membership Usage and Engagement Analysis: The Marketing and Resource Development Bureau staff analyzes the frequency of recreation center visits by annual members and the number and types of recreation program participation. This data is utilized by the department to evaluate the effectiveness of the department Retention Action Plan, the department membership and recreation program marketing strategy, and the department recreation center operations and program planning strategy. An example of a *Membership Usage and Engagement Analysis* has been provided as Evidence of Compliance Documentation.

Membership Renewal and Retention Analysis: The Marketing and Resource Development Bureau staff reviews recreation center member renewal sales volume and recreation center member retention on a monthly and quarterly basis. This data is utilized by the department to evaluate performance of marketing efforts as well as the overall customer experience in the recreation centers. An example of a *Membership Renewal and Retention Analysis* has been provided as Evidence of Compliance Documentation.

Agency Evidence of Compliance Documentation:

[3.5.1 – 1.Examples of Data Utilized for Decisions](#)

[3.5.1 – 2.Membership Trend Analysis](#)

[3.5.1 – 3.Program Pricing Analysis](#)

[3.5.1 – 4.Market Segmentation Analysis](#)

[3.5.1 – 5.Sales Volume Analysis](#)

[3.5.1 – 6.Membership Usage and Engagement Analysis](#)

[3.5.1 – 7.Membership Renewal and Retention Analysis](#)

Agency Self Review: **MET**

Visitor Comments:

Standard met with the review of data analysis in program planning, marketing segmentations, sales volume, membership sales and usage. Virginia Beach Park Divisions were strong verbal communicators on how they take their analyzed information and use the information to better the department. Agency does not have many written processes on how they analyze each data sheet, but work together through meetings and gatherings to make decisions to enhance the department from the data collected.

Visitor Evaluation: Met Not Met

3.6 - Records Management Policy and Procedures

Standard: The agency shall have established policy and procedures for control, maintenance, and retention of records that are periodically reviewed. Records management policies and

procedures address retention, disposal, access, disclosure and distribution of documents, including freedom of information requests, and they must be consistent with legal requirements.

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

Agency Evidence of Compliance: The administration of the records retention process for the Department of Parks and Recreation is the responsibility of the Business Systems Division Office Manager who is required to comply with City policy regarding records management that is specified in the provisions of *Administrative Directive AD 2.10 (Records Management Guidelines)* that was executed by the City Manager. On-site file storage is kept to a minimum with only working documents being kept onsite. Most documents are stored electronically on the City network or sent to the City Central Records Management Facility for long-term storage in accordance with the provisions of the *City Records Management Manual*. Each division in the department is responsible for their own documents and the process for the storage and destruction of files is handled at each divisional office site.

All records in the Department of Parks and Recreation are maintained according to the general schedules as established by the *Code of Virginia Section #42.1-86*. Typically, most files are maintained for three calendar years and the department Business Systems Division staff is responsible for safeguarding the files and completing the required *Certificate of Records Destruction Form* to initiate the physical destruction of files that is typically accomplished by recycling or shredding the files.

When Department of Parks and Recreation records are moved to the City Central Records Management Facility, the department Business Systems Division staff is responsible for completing the required records and micrographics records transfer list and maintaining a record of all destroyed or transferred files in order to facilitate access to all documents and records that have been transferred to storage. Transferred files are kept for three to six years before being destroyed by the City Central Records Management Facility staff according to standards administered by the Virginia State Library and Archives, Archives and Records Division as specified in the *Virginia State Library and Archives Records Destruction Standards*.

In addition to paper records, the Department of Parks and Recreation has an extensive computerized network that enables department staff to share automated data. File sharing is managed according to the confidentiality of the data and the need for specific staff to have access to the data. This process provides greater flexibility for collaborative work among department staff that is assigned to different work locations and eliminates redundant sources of information.

Agency Evidence of Compliance Documentation:

[3.6 – 1. Administrative Directive AD 2.10 \(Records Management Guidelines\)](#)

[3.6 – 2. City Records Management Manual](#)

[3.6 – 3. Code of Virginia Section #42.1-86](#)

[3.6 – 4. Certificate of Records Destruction Form](#)

[3.6 – 5. Virginia State Library and Archives Records Destruction Standards](#)

Agency Self Review: MET

Visitor Comments:

Standard met with review of “Records Management Guidelines;” adopted in 2007 with last revision in April of 2011; with the authority of Director of Virginia Public Library, City Attorney’s Office, Deputy City Manager, and James K Spore, City Manager. These guidelines are also referenced in the City Records Management Manuals which references disposal and laws that protect public records.

Visitor Evaluation: Met Not Met

3.6.1 - Records Disaster Mitigation and Recovery Plan and Procedures

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

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

Agency Evidence of Compliance: The records disaster mitigation and recovery plan for the Department of Parks and Recreation is governed by the provisions of City *Administrative Directive 2.10 (Records Maintenance Guidelines)* that was executed by the City Manager and the City *Records Management Manual 12.0 (Disaster Preparedness)*. The administrative directive defines “Vital Records” as documents that are essential to the continued operation of an organization, essential to the resumption of operations following a disaster, essential to the protection of rights and property of government and citizens, or essential to the re-creation of the legal and financial status of the organization in the event of a disaster. Examples of vital records include, but are not limited to, all contracts, all personnel and payroll records, all financial records including bid documents, purchase orders, and payment vouchers, all inventory records, all design and construction documents, and research documentation, and all creative works in progress. All vital records are required to have extra special safeguards and protection from destruction to ensure that the information will survive a disaster.

Department of Parks and Recreation staff makes every effort to retain only active working documents on-site at department facilities that are stored in fire retardant file cabinets. Most department records such as general correspondence, financial purchase orders, payment invoices, and capital project design plans are stored electronically on the City automated network or sent to

the City Central Records Management facility for long term storage. All operational divisions in the Department of Parks and Recreation are responsible for managing and safe guarding all vital documents that are related to divisional operations as follows:

Planning, Design, and Development Division: The Department of Parks and Recreation Planning, Design, and Development Division staff works closely with the City Department of Planning staff to coordinate the review and approval of all proposed site development plans that are submitted by private property development companies to the Department of Planning regarding proposed public park property dedications or public open space property dedications that are required by the City Zoning Ordinance. The division is responsible for maintaining vital manual copies of all reviewed site development plan files that are stored in fire resistant file cabinets in the Planning, Design, and Development Division. Should any of the department site development plan files be destroyed, these files could be reproduced from the manual official City site development plan files that are maintained by the Department of Planning or from duplicate electronic site development plan files on the City electronic network that is maintained by the City Department of Communications and Information Technology.

The Planning, Design, and Development Division staff is also responsible for the development and administration of the department annual Capital Improvement Program budget as well as the project management of all capital construction projects in the department. A vital manual file for each Capital Improvement Program construction project that contains all associated project correspondence, design, and financial documents is stored in the division in fire resistant file cabinets. Should any of the department Capital Improvement Program construction project files be destroyed, the files could be replicated from the duplicate electronic files on the City electronic network that is maintained by the City Department of Communications and Information Technology.

Landscape Management Division: The Department of Parks and Recreation, Landscape Management Division is responsible for maintaining numerous vital manual operational records that are stored in fire resistant file cabinets. Should any of the divisional records be destroyed, these files could be re-created from numerous duplicate electronic records on various City automated networks such as the Infor Public Sector 8, InSite, and GovMax systems that are maintained by the City Department of Communications and Information Technology. In addition, duplicate financial records for the division are maintained by the Department of Parks and Recreation, Business Systems Division and the City Department of Finance. In addition, duplicate City disaster recovery and FEMA related documents that are maintained by the Landscape Management Division are stored in the City Department of Finance, Risk Management Division as well as uploaded to the Virginia Department of Emergency Management website.

Business Systems Division: The Department of Parks and Recreation, Business Systems Division is responsible for maintaining all vital department operating budget, marketing, human resources, and daily department operational financial records for the department. All of the vital department records are stored in fire resistant file cabinets in the division and can be re-created from the City automated financial system InSITE, the City automated financial system GovMax or other

departmental automated databases. All vital human resources related employee files and payroll records are maintained by the division in fire resistant file cabinets according to the provisions of the City human resources records retention procedure. These records could be re-created from the City automated employment system or the City automated payroll system database that is a component of the City automated financial system that is maintained by the City Department of Communications and Information Technology.

Programming and Operations Division: The Department of Parks and Recreation, Programming and Operations Division is responsible for maintaining all vital financial records related to community recreation center memberships, the department Out of School Time before school and after school child care program as well as all department recreational programs registrations and related financial records that are stored in fire resistant file cabinets. All financial records that are maintained by the division have a master copy that is stored electronically on the City automated network. Copies of all Incident Reports could be retrieved from the City automated application RiskMaster. Copies of all Employee Injury/Accident Reports could be retrieved from the City automated application Corvel. All recreational programs related financial reports including purchase orders and payment vouchers could be retrieved electronically from the department automated application ActiveNet or the City automated application InSITE.

Agency Evidence of Compliance Documentation:

[3.6.1 – 1.Administrative Directive 2.10 \(Records Maintenance Guideline\)](#)

[3.6.1 – 2.City Records Management Manual Section 12.0 \(Disaster Preparedness\)](#)

Agency Self Review: **MET**

Visitor Comments:

Standard met with review of “Records Management Guidelines,” adopted in 2007 with last revision in April of 2011 under the authority of Director of Virginia Public Library, City Attorney’s Office, Deputy City Manager, and James K Spore, City Manager. Evidence was also found on page 40-43 of the City Records Management Manual.

Visitor Evaluation: Met Not Met

**VISITATION REPORT SUMMARY FOR CATEGORY 3.0
(ORGANIZATION AND ADMINISTRATION)**

Reviewed By: *Nichole Haberlin*

Unmet Standards: *(List the Standard # and Name)*

Provide clarification for all unmet fundamental standards :

4.0 - Human Resources

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

To produce the level of quality that customers have come to expect, organizations must employ qualified employees. Qualified personnel bring to the organization the knowledge, skills, and abilities in specialized areas that are needed to design and deliver the benefits that customers seek from recreation and park experiences. Organizations that employ quality individuals who are capable of packaging and delivering experiences can attract and retain a strong and satisfied customer base; organizations that compromise on hiring quality may face difficulties in remaining competitive. Employing qualified individuals is not only one of the most important functions of recreation, park, and leisure services organizations; it is also one of the most expensive. Generally, more than half of the operational expenditures of recreation and park organizations are allocated to personnel salaries and benefits. Considering the vital importance of hiring quality employees and the associated expense, it is essential for management to have a working knowledge of the principles, practices, and procedures for employing personnel in the recreation, park, and leisure services field. A well-prepared personnel policies and procedures manual provides a consistent road map for human resources decision making as well as standardized procedures. The development of a personnel policies and procedures manual may include a systematic and comprehensive outline of how the organization administers the policies and procedures for both the professional and non-professional employees, fair employment practices, and how it communicates to all employees the specific expectations of employment and finally, how the organization deals with complaints, grievances, and morale problems.

4.1 - Personnel Policies and Procedures Manual ★

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

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

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

Agency Evidence of Compliance: The City Department of Human Resources staff no longer maintain a manual personnel policies and procedures manual. All City personnel related policies and procedures that govern the administration of personnel procedures for all Department of Parks

and Recreation staff have been automated and are readily accessible to all department staff on the City intranet site *Beachnet*. All City personnel policies and procedures are reviewed continually by Department of Human Resources staff that execute policy amendments or develop new policies as required and then distribute electronic copies of all amended or new policies throughout the City administration. This review process incorporates a monthly policy review meeting with the Director of Human Resources and the City Attorney. The Director of Parks and Recreation ensures that all department staff are made aware of all amended or new City personnel policies by distributing copies to all department administrative staff who are directed to inform their respective staff who do not have access to City email that an amended or new City personnel policy has been executed.

The City personnel policies and procedures including their last revision date that are readily accessible to all Department of Parks and Recreation staff on the City intranet site *Beachnet* are as follows:

SECTION 1: RECRUITMENT AND HIRING

- Policy 1.01: Recruitment, Applications, and Employment (09/03/10)
- Policy 1.02: Employee Orientation (09/01/89)
- Policy 1.03: Employment in Second Jobs (06/12/01)
- Policy 1.04: Employment of Relatives (05/02/18)
- Policy 1.05: Employee Probation Period (04/15/13)

SECTION 2: REGULATION OF WORK HOURS

- Policy 2.01: Administrative and General Compensation Plans (11/09/04)
- Policy 2.02: Overtime (06/26/13)
- Policy 2.03: Standby Duty (07/03/13)
- Policy 2.04: Flexible Workplace (05/26/93)
- Policy 2.05: Acting Assignment Salary (08/12/92)
- Policy 2.06: Red Circle (07/01/94)
- Policy 2.07: Demotion (12/01/11)

SECTION 3: LEAVE

- Policy 3.01: Annual and Personal Leave (12/30/16)
- Policy 3.02: Absence for Court Attendance (01/02/15)
- Policy 3.03: Family and Medical Leave (07/29/14)
- Policy 3.04: Bereavement Leave 04/29/17)
- Policy 3.05: Holidays (03/30/15)
- Policy 3.06: Leave of Absence without Pay (12/30/16)
- Policy 3.07: Injury Leave (12/28/15)
- Policy 3.09: Military Leave (05/02/18)
- Policy 3.10: Sick Leave 12/29/16)
- Policy 3.11: Leave Donation Program (03/07/18)
- Policy 3.13: Election Official Leave (10/29/07)
- Policy 3.14: Paid Time Off (12/30/16)

Policy 3.15: Maternity and Parental Leave (01/01/18)

SECTION 4: DISCIPLINE AND GRIEVANCE

Policy 4.02: Discipline (04/25/16)

Policy 4.04: Grievance (12/28/16)

Policy 4.05: Open Door

SECTION 5: BENEFITS

Policy 5.00: Bonus and Administrative Increase (05/24/17)

Policy 5.01: Educational Incentive Pay (09/23/92)

Policy 5.02: Employee Assistance Program (06/24/15)

Policy 5.03: Service Awards Program (03/30/15)

Policy 5.04: Tuition Reimbursement (07/27/15)

SECTION 6: GENERAL INFORMATION:

Policy 6.01: Separation from Employment (12/28/15)

Policy 6.02: Criminal and Administrative Charge and Conviction (06/26/13)

Policy 6.03: Municipal Operations and Staffing (03/03/15)

Policy 6.06: Equal Employment Opportunity and Complaint (10/12/15)

Policy 6.07: Performance Management (05/15/18)

Policy 6.09: Municipal Facilities Closure (06/12/01)

Policy 6.10: Official Employment Records File System (07/03/08)

Policy 6.11: Reduction in Force and ETP (11/13/09)

Policy 6.12: Resignations (04/25/16)

Policy 6.13: Workplace Harassment (10/12/15)

Policy 6.15: Substance Abuse (03/18/15)

Policy 6.16: Promoting Employee Excellence through Recognition (01/27/95)

Policy 6.17: Violence Prevention (07/16/01)

Policy 6.18: Weapons (07/18/12)

Policy 6.19: Americans with Disabilities (03/03/15)

Policy 6.20: Return to Work Program (12/28/15)

City policy procedures regarding the selection and hiring of Department of Parks and Recreation staff are governed by the provisions of the *Recruitment, Applications and Employment Policy #1.01*. City policy procedures regarding the discipline of department staff are governed by the provisions of the *Discipline Policy and Procedure #4.02*. City *Compensation Plans* are available to department staff on the City intranet site *Beachnet* and procedures that govern the administration of all compensation plans is governed by the provisions of City Code *Administration of Basic Pay Plans #2.01*.

City health insurance policy procedures for department staff are administered by the City School System, Consolidated Benefits Office staff and health insurance enrollment information and forms may be accessed by all eligible department staff on the Consolidated Benefits Office website or by appointment with Consolidated Business Office staff.

All Department of Parks and Recreation staff have professional development training opportunities that are available through access on the City intranet site Beachnet that is administered by the City Department of Human Resources, Learning and Development Division. Department staff may access and request enrollment in training opportunities by using the City Taleo Learn software program. Registration for instructor led and online e-learning training opportunities are available to department staff from an extensive City *Learning and Development Class Catalog*.

Agency Evidence of Compliance Documentation:

[4.1 – 1.City Recruitment, Applications and Employment Policy #1.01](#)

[4.1 – 2.City Discipline Policy and Procedure #4.02](#)

[4.1 – 3.City FY 2017-18 Compensation Plans](#)

[4.1 – 4.City Code #2.01 \(Administration of Basic Pay Plans\)](#)

[4.1 – 5.City Learning and Development Class Catalog](#)

Agency Self Review: **MET**

Visitor Comments:

The agency provided examples from their comprehensive policy manual that is reviewed periodically and updated as needed.

Visitor Evaluation: Met Not Met

4.1.1 - Code of Ethics 

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

Suggested Evidence of Compliance: Provide the code of ethics.

Agency Evidence of Compliance: The established statement of ethical principles for all Department of Parks and Recreation staff are specified in the City of Virginia Beach *Code of Ethics*. The *Code of Ethics* was executed by the City Manager to ensure that all City staff understand the importance and definitions of the *Principles of Ethical Conduct*. The five principles as specified in the *City Code of Ethics* are: Integrity, Accountability, Respect, Professionalism, and Citizenship.

As members of the City workforce, all Department of Parks and Recreation staff are stewards of the public trust and have individual responsibility to conduct themselves in a manner reflecting the

highest principles of ethical behavior. The *City Code of Ethics* outlines the guiding principles of conduct that provides a framework for acceptable behavior and the expectations of each member of the department in the performance of their work duties and responsibilities. City residents and department staff alike should be confident in the guidance that the principles of the *Code of Ethics* provide knowing that the intent is to maintain a common understanding and commitment to the highest standards of ethical conduct.

Discussion of the City Code of Ethics, Mission Statement, and Organizational Values are incorporated into the City two-day new staff orientation training session that is conducted by the Department of Human Resources, Learning and Development Division staff. During the orientation training session, a specific ½ day session is dedicated to either an Integrity Connection for non-supervisory staff session or an Integrity Connection for supervisors and administrator’s session depending on the position held by an individual.

Agency Evidence of Compliance Documentation:

[4.1.1 – 1.City Code of Ethics](#)

Agency Self Review: MET

Visitor Comments:

The agency provided the code of conducts that was last updated June 2018.

Visitor Evaluation: Met Not Met

4.1.1.1 - Staff Acceptance of Gifts and Gratuities

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

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

Agency Evidence of Compliance: The acceptance of gifts and donations by Department of Parks and Recreation staff is governed by the provisions of Administrative Directive AD 1.18 (*Donations and Gifts to the City*) that was executed by the City Manager. The Administrative Directive specifies the purpose and need for the policy, administrative procedures, and the responsibility and authority granted to the City Council, the City Manager, and department Directors. Generally, acceptance of gifts and donations by a department Director is authorized when the gift or donation has an estimated value under \$5,000. Acceptance of gifts and donations by the City Manager is required when the gift or donation has an estimated value between \$5,000 and \$25,000. Acceptance of gifts and donations by the City Council is required when the gift or

donation has an estimated value over \$25,000. Section #4.0 of the Administrative Directive specifies the following provisions regarding the acceptance of gifts and gratuities by staff:

4.0 *Responsibility and Authority:* In accordance with §15.2-1108 of the Code of Virginia, the City Council is responsible for approving the acceptance of all donations to City agencies, departments or programs. The City Council, at their discretion, may delegate that responsibility. The authority to accept gifts is assigned as follows:

1. *Acceptance by the City Council is required when the gift or donation meets any one of the following criteria:*

- Has an estimated value over \$25,000; or
- Involves the naming of properties, programs or facilities; or
- Consists of stock, securities, or real property; or
- Creates a new program or long-term obligation by the City.

2. *Acceptance by the City Manager or his designee is required when the gift or donation meets any one of the following criteria:*

- Has an estimated value between \$5,000 and \$25,000; or
- Involves vehicles or construction of improvements to facilities maintained in the City's capital assets inventory; or
- Requires an obligation on the part of the City to provide for expenditures for which there is no established funding source.

3. *Acceptance by the department Director is allowed when the gift or donation meets all of the following criteria:*

- Has an estimated value under \$5,000; does not involve a new program; and
- Does not require maintenance for which the department will need additional resources.

The City Manager or a department Director is authorized to accept cash donations in accordance with the guidelines outlined above. However, City Council must appropriate any new funding prior to incurring expenditures.

Agency Evidence of Compliance Documentation:

[4.1.1.1 – 1.Administrative Directive AD 1.18 \(Donations and Gifts to the City\)](#)

Agency Self Review: **MET**

Visitor Comments:

The agency provided a copy of the administrative directive from the City Administrator dated June 2010, which outlines the policy regarding the acceptance of gifts and gratuities.

Visitor Evaluation: Met Not Met

4.1.2 - Recruitment Process

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

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

Agency Evidence of Compliance: The Department of Parks and Recreation recruitment process is governed by the provisions of the City of Virginia Beach recruitment and selection procedures as specified in the *Department of Human Resources Policy #1.01 (Recruitment, Applications, and Employment)*. In addition, the Department of Parks and Recreation has also developed a department *Full-time Hiring Policy and Procedure* and a department *Part-time Hiring Policy and Procedure* to further guide department staff involved in the recruitment and selection process.

The City of Virginia Beach utilizes an on-line citywide application program called Taleo Recruit that allows for an efficient recruitment and selection process for all vacant full-time and part-time Department of Parks and Recreation positions. Applicants seeking employment with the department can submit a City automated employment application for any current vacant position and all department hiring supervisors can screen applications from their respective office locations. Department of Parks and Recreation staff involved with the selection process may view an automated vacancy report that is updated routinely and lists all department vacancies and the status of the selection process for each.

The Department of Parks and Recreation is also an active participant in Job Fairs and Career Fairs at local high schools and universities and has one full-time and three part-time staff members dedicated to the recruitment and selection process for high turnover part-time positions. The department also continually recruits for college student interns and special event volunteers.

Agency Evidence of Compliance Documentation:

[4.1.2 – 1.Human Resources Policy #1.01 \(Recruitment, Applications, and Employment\)](#)

[4.1.2 – 2.Parks and Recreation Full-time Hiring Policy and Procedure](#)

[4.1.2 – 3.Parks and Recreation Part-time Hiring Policy and Procedure](#)

Agency Self Review: **MET**

Visitor Comments:

The agency provided the policies and procedures that outline the hiring of both full-time and part-time staff.

Visitor Evaluation: Met Not Met

4.1.3 - Equal Opportunity Employment and Workforce Diversity

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

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

Agency Evidence of Compliance: The established City policies regarding equal employment opportunity and workforce diversity for all employment practices in the Department of Parks and Recreation is governed by the provisions of *City Administrative Directive AD 1.15 (Strategic Workforce and Employment Planning)* and *City Policy #6.06 (Equal Employment Opportunity Policy and Complaint Procedure)* that are administered by the City Department of Human Resources.

The provisions of City Administrative Directive AD 1.15 that was executed by the City Manager requires the Department of Parks and Recreation to continually assess current and future workforce needs to ensure that well qualified and diverse members are recruited, trained, and given equal opportunity for advancement. Administrative Directive AD 1.15 also established a *City Strategic Workforce and Employment Plan* that outlines City initiatives to recruit and retain a diverse workforce. The Department of Parks and Recreation administers this initiative by annually monitoring department workforce demographics as provided by the City Department of Human Resources in an annual fiscal year *Parks and Recreation EEO & Diversity Workforce Utilization Analysis Report* that provides a categorical listing of all department staff by EEO job category.

The provisions of City policy #6.06 requires that all current Department of Parks and Recreation staff as well as all applicants for employment by the Department of Parks and Recreation be afforded equal opportunity in the various aspects of human resources management without regard to race, color, religion, national origin, political affiliation, disabilities, sex, sexual orientation, or age. To ensure all department supervisory staff comply with all EEO and diversity City policy provisions, the department Human Resources Bureau staff regularly conducts mandated training to all full-time department staff regarding the topics of Equal Employment Opportunity, Workforce Diversity, Sexual Harassment, Integrity, and Discrimination in the Workplace as well as conducts specialized training sessions specifically targeted for department supervisory staff.

The Department of Parks and Recreation has also established an Equal Employment Opportunity and Diversity Management Program that requires all department staff to participate in an EEO and diversity training session that is conducted during the two-day City new member orientation. In addition, all Department of Parks and Recreation staff are required to attend a department conducted EEO, Discrimination, and Diversity Training Session every two years. A copy of the department *EEO & Diversity Staff Training Syllabus* and a copy of the department *EEO & Diversity Staff Training Attendance Form* has been provided as Evidence of Compliance Documentation. To ensure that department staff complete all EEO and diversity training requirements, the department Human Resources Bureau staff closely monitors the required training status of all department staff on an automated Oracle Taleo software *EEO & Diversity Staff Training Report*.

The Department of Parks and Recreation remains committed to the principles of equal employment opportunity and recognizes the importance of maintaining a diverse workforce throughout the department where every individual adds to the quality of the department and works cooperatively and effectively with one another to achieve the department mission in order to continue to provide the highest level of quality recreational facilities, programs, and services that department staff manage for our dynamic community.

Agency Evidence of Compliance Documentation:

[4.1.3 – 1.City Administrative Directive AD 1.15 \(Strategic Workforce and Employment Planning\)](#)

[4.1.3 – 2.City Policy #6.06 \(Equal Employment Opportunity Policy and Complaint Procedure\)](#)

[4.1.3 – 3.City Strategic Workforce and Employment Plan](#)

[4.1.3 – 4.Parks and Recreation EEO & Diversity Workforce Utilization Analysis Report](#)

[4.1.3 – 5.Parks and Recreation EEO & Diversity Staff Training Syllabus](#)

[4.1.3 – 6.Parks and Recreation EEO & Diversity Staff Training Attendance Form](#)

[4.1.3 – 7.Parks and Recreation EEO & Diversity Staff Training Report](#)

Agency Self Review: **MET**

Visitor Comments:

The agency provided an administrative directive for strategic workforce and employment planning as was in the EEO policy and complaint procedures, as well as parks and recreation utilization analysis.

Visitor Evaluation: Met Not Met

4.1.4 - Selection Process

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

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

Agency Evidence of Compliance: The selection process of the Department of Parks and Recreation is governed by the provisions of the City Policy #1.01 (*Recruitment, Applications, and Employment Policy and Procedure*) that is administered by the City Department of Human Resources. This policy establishes a uniform, systematic process by which a department formally requests to fill a vacant position, an individual formally makes application to fill a vacant position, and a candidate is interviewed and selected in accordance with merit principles and the City Equal Employment Opportunity and Affirmative Action policy.

The Department of Parks and Recreation, Human Resources Bureau staff provides training, guidance, and assistance to all department staff regarding all aspects of the recruitment and selection of full-time and part-time positions in the department. In that regard, the Human Resources Bureau staff has established a department *Full-Time Hiring Policy and Procedure* and a department *Part-time Hiring Policy and Procedure*. All department supervisory staff is required to attend a departmental training session regarding selection procedures and a position *Vacancy Selection Checklist* is provided to each supervisor as a reference guide for both full-time and part-time hiring procedures to ensure that all components of the established department position vacancy selection procedures are followed at all times.

Agency Evidence of Compliance Documentation:

- [4.1.4 – 1.City Policy #1.01 \(Recruitment, Applications, and Employment Policy and Procedure\)](#)
- [4.1.4 – 2.Parks and Recreation \(Full-Time Hiring Policy and Procedure\)](#)
- [4.1.4 – 3.Parks and Recreation \(Part-time Hiring Policy and Procedure\)](#)
- [4.1.4 – 4.Parks and Recreation \(Vacancy Selection Checklist\)](#)

Agency Self Review: MET

Visitor Comments:

The agency provided the city recruitment policy as well as the parks and recreation full time hiring policy and procedures.

Visitor Evaluation: Met Not Met

4.1.5 - Background Investigation 

Standard: The agency process for hiring personnel shall include procedures for a national background investigation prior to appointment, including verification of a candidate's qualifying credentials, review of a candidate's civil and criminal record, particular attention to drug and child/adult-abuse records, and driving record for employees assigned to operate motor vehicles.

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

Agency Evidence of Compliance: The City Department of Human Resources, Staffing and Compensation Services Division staff reviews all job applications to verify the qualifying credentials of all position vacancy candidates. The City has established procedures that require Department of Parks and Recreation staff to process new hires for all full-time and all part-time positions through the following background investigation procedure:

- Fingerprinting with the Police Department for F.B.I. criminal record check
- State criminal record check by the Police Department
- Central Registry criminal record check with the State Department of Social Services
- Division of Motor Vehicles transcript request by the City Occupational Safety Office

Department of Parks and Recreation background investigation procedures are specified in the provisions of the Department of Parks and Recreation *Criminal History Background Check and Hiring Criteria Policy*. Department of Parks and Recreation policy also requires hiring supervisors to verify references of all applicants being considered for department position vacancies before officially offering an applicant a position with the department in accordance with the provisions of the department *Pre-Employment Reference Check Policy*. A *Completed Fingerprint Results Report*, *Background Investigation Sworn Statement*, and *Background Investigation Results Report* is also required for all applicants for a full-time or part-time position vacancy in the department.

Federal, Commonwealth of Virginia, and City background investigation requirements have been established that prohibit Department of Parks and Recreation staff from retaining a prospective applicant or volunteer who has been convicted of any violation of the offenses of child abuse, child neglect, a sexual offense, a violent crime, a felony drug distribution crime, or any other felony conviction that may have an adverse correlation with the position vacancy in the Department of Parks and Recreation for which an individual is being considered for employment.

Agency Evidence of Compliance Documentation:

[4.1.5 – 1. Parks and Recreation Criminal History Background Check and Hiring Criteria Policy](#)

[4.1.5 – 2. Parks and Recreation Pre-Employment Reference Check Policy](#)

[4.1.5 – 3. Parks and Recreation Completed Fingerprint Results Report](#)

[4.1.5 – 4. Parks and Recreation Background Investigation Sworn Statement](#)

[4.1.5 – 5. Parks and Recreation Background Investigation Results Report](#)

Agency Self Review: MET

Visitor Comments:

The agency provided a comprehensive list of background check policies as well as example of documentation used for the background screening process for new hires.

Visitor Evaluation: Met Not Met

4.1.6 - Employee Benefits

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

Suggested Evidence of Compliance: Provide the employee benefits plan.

Agency Evidence of Compliance: The City of Virginia Beach employee benefits program is administered by the City Department of Human Resources, Employees Relations Division staff and the City Consolidated Benefits Office staff. City policy provisions that govern the administration of the City employee benefits program for all Department of Parks and Recreation staff have been automated and are readily accessible to all department staff on the City intranet site *Beachnet*. The City employee benefits program related policies and procedures including their last revision date that are readily accessible to all Department of Parks and Recreation staff on *Beachnet* are as follows:

SECTION 3: LEAVE

- Policy 3.01: Annual and Personal Leave (12/30/16)
- Policy 3.02: Absence for Court Attendance (01/02/15)
- Policy 3.03: Family and Medical Leave (07/29/14)
- Policy 3.04: Bereavement Leave (04/29/17)
- Policy 3.05: Holidays (03/30/15)
- Policy 3.06: Leave of Absence without Pay (12/30/16)
- Policy 3.07: Injury Leave (12/28/15)
- Policy 3.09: Military Leave (05/02/18)
- Policy 3.10: Sick Leave (12/29/16)
- Policy 3.11: Leave Donation Program (03/07/18)
- Policy 3.13: Election Official Leave (10/29/07)
- Policy 3.14: Paid Time Off (12/30/16)

Policy 3.15: Maternity and Parental Leave (01/01/18)

SECTION 5: BENEFITS

Policy 5.00: Bonus and Administrative Increase (05/24/17)

Policy 5.01: Educational Incentive Pay (09/23/92)

Policy 5.02: Employee Assistance Program (06/24/15)

Policy 5.03: Service Awards Program (03/30/15)

Policy 5.04: Tuition Reimbursement (07/27/15)

All new full-time Department of Parks and Recreation staff receive a briefing regarding the employee benefits program offered by the City of Virginia Beach during the City two-day new staff orientation program that is conducted by the City Department of Human Resources staff and the City Consolidated Benefits Office staff. In addition to the benefits that are documented in the aforementioned City policies, additional benefits that are offered by the City include but are not limited to health insurance plans, dental plans, flexible benefits plan, legal resources plan, 403(b) tax shelter account plan, 457 deferred compensation plan, long term care plan, health savings account plan, and dependent care flexible spending account plan that are administered by the City Consolidated Benefits Office as well as several state retirement plans and life insurance plans that are administered by the Commonwealth of Virginia Retirement System staff.

These benefits are documented in the City *2018 Benefits Guide*.

Agency Evidence of Compliance Documentation:

[4.1.6 – 1.City 2018 Benefits Guide](#)

Agency Self Review: MET

Visitor Comments:

The agency provided the city benefits guide that is given to employees. This guide outlines the benefits available to employees as well as pertinent information that details how to enroll in these benefits.

Visitor Evaluation: Met Not Met

4.1.7 – Supervision

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

coaching, mentoring and training, performance review, and human resource policies affecting supervision of staff such as those dealing with harassment and discipline.

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

Agency Evidence of Compliance: To ensure the effective supervision of all Department of Parks and Recreation staff, the department changed to a new matrix management system organization as a result of a new department strategic plan that was developed in 2008 and updated in 2014. A key component of the new matrix management system is that all department staff is held accountable for effectively communicating and collaborating within their assigned division as well as with staff in other divisions throughout the department. To facilitate this process, incumbents in middle management positions are supervised by incumbents in division administrator positions or directly by the Director of Parks and Recreation. Incumbents in professional and supervisory positions are supervised by incumbents in middle management positions. Incumbents in clerical, skilled, or technical staff positions are supervised by incumbents in supervisory staff positions. The department matrix supervisory system is reflected in the *Department of Parks and Recreation Organization Chart* that has been provided as Evidence of Compliance Documentation.

New Department of Parks and Recreation supervisors are encouraged to participate in the Group Mentoring component of the *Parks and Recreation Leadership Development Program* and are also required to attend a five-day *City Foundations for New Supervisors Leadership Training Course* that is conducted by the City Department of Human Resources, Learning and Development Division staff. During this training course, new department supervisors are trained in the application of strategies dealing with personnel management issues more effectively as well as the provisions of all City personnel management policies and procedures.

To ensure the supervisory process in the Department of Parks and Recreation enhances the professional development of all department staff, all department supervisors are required to establish specific performance objectives and provide ongoing feedback for all of their assigned subordinates. This initiative is accomplished throughout the department by requiring all department supervisors to utilize a performance evaluation process that requires an informal six-month performance evaluation of all subordinate staff in addition to a formal annual performance evaluation. All performance evaluations are performed by supervisors with input from subordinates being evaluated as well as from at least two customers or coworkers. Informal six-month performance evaluations are conducted to discuss individual progress to date toward the established annual goals and objectives and to amend performance expectations as necessary during the following six months prior to the formal annual performance review date. All department supervisors are also required to prepare a supplemental Performance Improvement Plan for all subordinates that do not achieve the minimum expectations in any of the critical elements of performance specified for a subordinate on the formal annual performance review.

Agency Evidence of Compliance Documentation:
[4.1.7 – 1.Parks and Recreation Organization Chart](#)

[4.1.7 – 2.Parks and Recreation Leadership Development Program Syllabus](#)

[4.1.7 – 3.City Foundations for New Supervisors Leadership Training Course Syllabus](#)

[4.1.7 – 4.Performance Management Policy](#)

Agency Self Review: MET

Visitor Comments:

The agency provided documents showing required training programs for new supervisors, as well as leadership development program for parks and recreation staff. The policy manual also outlines the employee annual process and procedures.

Visitor Evaluation: Met Not Met

4.1.8 - Compensation Plan

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

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

Agency Evidence of Compliance: The Department of Parks and Recreation compensation plans are governed by the City compensation system that is administered by the City Department of Human Resources, Staffing and Compensation Services Division staff who is responsible for maintaining the City *Administrative Compensation Plan, General Compensation Plan, and Part-time Compensation Plan*. All Department of Parks and Recreation staff have access to review a copy of the three City compensation plans on the City website www.vbgov.com that are reviewed and amended annually by the City Department of Human Resources, Staffing and Compensation Services Division staff. The administration of the City compensation plans is governed by the provisions of *City Code #2.01 (Administration of Basic Pay Plans)* that is administered by the City Department of Human Resources.

To ensure that the City compensation system remains competitive with the external labor market, the City Department of Human Resources, Staffing and Compensation Services Division staff conducts external full-time market salary surveys every three years and recommends appropriate salary range adjustments to the City Manager. The Director of Parks and Recreation and senior management staff work closely with the Department of Human Resources, Staffing and Compensation Services Division staff in order to ensure appropriate “benchmark” classifications from the Department of Parks and Recreation are utilized in the market salary surveys.

Due to the high turnover rate of Department of Parks and Recreation part-time positions, the Department of Human Resources staff allows the Department of Parks and Recreation to develop, conduct, and analyze part-time external market salary surveys with their oversight such as the *Parks and Recreation 2018 Part-Time Market Salary Survey*. The Department of Parks and Recreation relies heavily on the part-time workforce, and typically experiences a serious shortage of qualified part-time staff across all areas of operations. Salary surveys are conducted for specific positions that are difficult to recruit or retain to determine if they are in alignment with current part-time market compensation levels. The results of past market surveys have provided documentation of part-time position compensation inequities and the department has provided the analysis and recommendations to the Department of Human Resources staff to justify increases to part-time compensation levels. As a result of this initiative, the Department of Parks and Recreation has been very successful regarding the elevation of the pay rates for part-time positions and a new part-time position series was established to improve part-time position retention and to differentiate compensation levels based on position responsibility.

Agency Evidence of Compliance Documentation:

[4.1.8 – 1.City FY 2017-18 Compensation Plans](#)

[4.1.8 – 2.City Code #2.01 \(Administration of Basic Pay Plans\)](#)

[4.1.8 – 3.Parks and Recreation 2018 Part-Time Market Salary Survey](#)

Agency Self Review: MET

Visitor Comments:

The agency provided the current compensation plans from April 2018 and city code of basic pay plans policy that outlines the process reviewing salaries every three years.

Visitor Evaluation: Met Not Met

4.1.9 - Performance Evaluation

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

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

Agency Evidence of Compliance: The systematic performance evaluation of all Department of Parks and Recreation staff is governed by the provisions of City policy #6.07 (*Performance Management Policy*) that is administered by the City Department of Human Resources. This City policy was revised in December of 2011 to link individual performance standards for all City positions with the short and long-term vision and goals for the City organization including respective departments, and work units. A *City Member Self-Appraisal Form* was developed to encourage and assist department staff in providing input on their performance in order to obtain more comprehensive information for the assessment. All department staff are evaluated on eight performance traits that are critical to the effective performance of all staff. The performance traits are as follows:

- Compliance with City's Organizational Values, Code of Ethics
- Compliance with City and Departmental Policies and Procedures
- Knowledge of Field
- Initiative
- Decision Making
- Organization and Planning
- Attendance and Punctuality
- Working Relationships (with coworkers, supervisors, public and outside contacts)

Department supervisory staff is also evaluated on their performance based on the following performance traits:

- Leadership
- Work Management
- Performance Management
- Teamwork/Collaboration and Conflict Resolution
- Member Recognition
- Policy and Procedure Administration
- Administrative Management

In addition, the Department of Parks and Recreation has established a *Performance Feedback Policy and Procedure* that encourages a semi-annual review for all full-time and year-round part-time staff. The six-month evaluation provides the opportunity for recognition and to adjust performance goals and to develop individual strategies to enhance performance if necessary prior to the annual evaluation. This process also ensures ongoing communication and clarification of expectations between supervisors and subordinates. The Department of Parks and Recreation policy requires that the supervisor seek input regarding a staff member's performance from at least two customers or co-workers. Particular attention is given to performance in the areas of department customer service standards, communication, collaboration and recognition. These areas are critical to the success of the department matrix management structure and it is the philosophy of the department that continuous communication between supervisors and all of their subordinate staff is a critical component of effective supervision. The performance evaluation process is closely monitored and reviewed internally by both the department Director and the department Human Resources Bureau Coordinator. Any issues regarding the performance evaluation process is referred to the appropriate division Administrator for appropriate action. A

copy of a completed Performance Evaluation Form has been provided as Evidence of Compliance Documentation.

Agency Evidence of Compliance Documentation:

[4.1.9 – 1.City policy #6.07 \(Performance Management Policy\)](#)

[4.1.9 – 2.Member Self-Appraisal Form](#)

[4.1.9 – 3.Parks and Recreation Performance Feedback Policy and Procedure](#)

[4.1.9 – 4.Parks and Recreation Completed Performance Evaluation Form](#)

Agency Self Review: MET

Visitor Comments:

The agency provided their city wide performance policy that can be found in their human resources manual, as well as example completed performance review.

Visitor Evaluation: Met Not Met

4.1.10 – Promotion

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

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

Agency Evidence of Compliance: The promotion of all Department of Parks and Recreation staff is governed by the provisions of Section 2-110 (*Promotion*) of City policy #2.01 (*Administration of Basic Pay Plan*) that is administered by the City Department of Human Resources. The provisions of Section 2-110 are as follows:

Sec. 2-110. Promotion.

(a) A promotion shall be defined as an advancement by an employee to a classification assigned a higher pay range with more complex job duties and responsibilities. No employee may be promoted unless there is a position vacancy and the employee is selected pursuant to a competitive selection process that is either restricted within the city or open to the general public.

(b) When an employee is promoted, his or her salary will be increased as follows: For a promotion of one (1) pay range, the employee will receive a salary increase of five (5)

percent or the minimum salary advertised whichever results in the higher salary; for a promotion of two (2) or more pay ranges, the employee will receive a salary increase of ten (10) percent, or the minimum salary advertised, whichever results in the higher salary. (c) The effective date of all promotions will be the first day of a pay period. An employee who is promoted on his or her merit date and is eligible for a merit increase shall also receive the merit increase based on his or her performance appraisal in addition to the pay increase received for the promotion.

The provisions of this City policy prohibit the promotion of any staff member unless there is a position vacancy and the individual to be promoted has been selected pursuant to a competitive selection process. All City promotional opportunities are advertised on the City automated employment application system Taleo Recruit. In addition, all Department of Parks and Recreation promotional opportunities are e-mailed to all department staff by the department Human Resources Bureau staff.

In order to assist all Department of Parks and Recreation staff with their pursuit of available promotional opportunities, the department Human Resources Bureau staff conducts a training course on interview skills that also provides an overview of the selection process. During this training course, all participants learn how to develop skills to complete City employment applications, how to recognize the knowledge, skills, and abilities needed to secure desired employment, and how to apply practical techniques for answering interview and application questions. In addition, mentoring opportunities are offered through the department Leadership Development Program. Individual Leadership Development Plans are designed to enhance knowledge, skills, abilities, and provide on-the-job experience to assist department staff with becoming more eligible for both City and department promotional opportunities. Cross-training and acting assignment opportunities within the department are also offered to provide staff with the experience needed to successfully compete for promotions.

The Department of Parks and Recreation *Full-time Hiring Policy and Procedure* requires hiring managers to provide constructive feedback to all department staff who apply for a promotional position and are not selected for an interview or who are interviewed and not selected for the position. Hiring supervisors are required to personally contact applicants and explain how they can enhance their application or improve their interviewing skills.

Agency Evidence of Compliance Documentation:

[4.1.10 – 1.City Policy #2.01 \(Administration of Basic Pay Plan - Promotion\)](#)

[4.1.10 – 2.Parks and Recreation Full-time Hiring Policy and Procedure](#)

Agency Self Review: MET

Visitor Comments:

The agency provided the policy and procedure for promotions. They are available to all employees

in the city policy and procedure manual.

Visitor Evaluation: Met Not Met

4.1.11 - Disciplinary System

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

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

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

Agency Evidence of Compliance: The disciplinary system of the Department of Parks and Recreation is governed by the provisions of City policy #4.02 (*Discipline Policy and Procedure*). The provisions of the City policy specify that all Department of Parks and Recreation staff is subject to progressive discipline as a result of misconduct or unsatisfactory work performance. The disciplinary process begins with a fact-finding investigation that is followed by a pre-disciplinary meeting at which time a staff member is informed of the pending disciplinary action that is being considered and the circumstances that justify the disciplinary action that is being considered. During this discussion, a staff member must be given an opportunity to provide information on their behalf and this information must be considered prior to imposing disciplinary action. Pending disciplinary actions are required to be reviewed by a representative of the Department of Parks and Recreation, Human Resources Bureau in order to ensure that all disciplinary actions in the department are imposed fairly and consistently. Consultation with the City Department of Human Resources staff is required for all disciplinary actions regarding dismissal, demotion, administrative salary decrease, and suspension without pay for more than 40 hours. The City Discipline Policy and Procedure also requires that all disciplinary letters include an explanation of the administrative rights of a staff member who receives a disciplinary action in accordance with the provisions of the City Grievance Policy and Procedure and the City Open Door Policy. The Department of Parks and Recreation also encourages all staff to request mediation in order to facilitate communication regarding any issues during their employment.

Agency Evidence of Compliance Documentation:

[4.1.11 – 1.City policy #4.02 \(Discipline Policy and Procedure\)](#)

Agency Self Review: MET

Visitor Comments:

The agency provided a city wide policy and procedure that outlines their disciplinary process for all employees.

Visitor Evaluation: Met Not Met

4.1.12 - Grievance Procedures

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

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

Agency Evidence of Compliance: The grievance procedure for all Department of Parks and Recreation staff is governed by the provisions of City Policy #4.04 (*Grievance Policy and Procedure*) and City Policy #4.05 (*Open Door Policy and Procedure*). The City Grievance Policy and Procedure is a formal process with specified timelines for each level of the process that requires documented responses to the grievant by the chain of command to be submitted to the City Department of Human Resources at each level of the process. The City Open Door policy and procedure is an informal process that allows the grievant the opportunity to address concerns through their chain of command beginning with their immediate supervisor and up to the City Manager or designee. In addition, the Department of Parks and Recreation encourages all staff to request mediation assistance in order to facilitate communication and resolve conflicts regarding any issues during their employment with the department.

Department of Parks and Recreation staff training sessions regarding both the City Grievance Policy and Procedure and the City Open Door Policy and Procedure is offered regularly through the City Department of Human Resources. The Department of Parks and Recreation, Human Resources Bureau staff also offers internal staff training regarding these policies upon request. Both the City Grievance Policy and Procedure and the City Open Door Policy and Procedure are easily accessible to all department staff on the City intranet website.

Agency Evidence of Compliance Documentation:

[4.1.12 – 1.City Policy #4.04 \(Grievance Policy and Procedure\)](#)

[4.1.12 – 2.City Policy #4.05 \(Open Door Policy and Procedure\)](#)

Agency Self Review: MET

Visitor Comments:

The agency provided the grievance policy that is available to employees through the policy and procedure manual. The agency also provided their open door policy and procedures for employees to have open dialogue with supervisors in their chain of command.

Visitor Evaluation: Met Not Met

4.1.13 - Termination and End of Employment

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

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

Agency Evidence of Compliance: Policies and procedures regarding the termination of Department of Parks and Recreation staff are governed by the provisions of City policy #4.02 (*Discipline Policy and Procedure*). A “Dismissal” action is defined as a form of discipline where the staff member is involuntarily separated from employment as a result of a disciplinary or ongoing unsatisfactory job performance issue. Any staff member who is being considered for dismissal must receive at least 24 hours prior notice in writing and must have the opportunity to provide information on their behalf that must be considered in determining whether or not dismissal is warranted. All dismissals must be reviewed and approved by the Department of Parks and Recreation, Human Resources Bureau Coordinator as well as the City Department of Human Resources, Employee Relations Division Administrator.

Policies and procedures regarding the non-disciplinary, involuntary termination of employment of Department of Parks and Recreation staff are governed by the provisions of City policy #6.01A (*Separation from Employment Policy*). An Administrative Separation action may be approved by the City Director of Human Resources if the staff member fails to maintain required certifications or licensure or fails to demonstrate the requisite knowledge, skills and abilities to perform the essential functions of their position during the staff member’s probation period.

Policies and procedures regarding the non-disciplinary, voluntary termination of employment of

Department of Parks and Recreation staff are governed by the provisions of City policy #6.12 (*Resignations*). A Resignation action is defined as a voluntary separation from employment that is initiated by the staff member through written notification to the employing authority.

The provisions of City policies and procedures regarding dismissal, administrative separation, and resignations are discussed and provided to all new full-time Department of Parks and Recreation staff members by the City Department of Human Resources, Learning and Development Division staff during a two-day new staff member orientation training session and also during regularly scheduled City staff training programs. The Department of Parks and Recreation, Human Resources Bureau staff also offers internal staff training sessions regarding these policies and procedures upon request and these policies are easily accessible to all department staff on the City intranet website *Beachnet*.

Agency Evidence of Compliance Documentation:

[4.1.13 – 1.City Policy #4.02 \(Discipline Policy and Procedure\)](#)

[4.1.13 – 2.City Policy #6.01A \(Separation from Employment Policy\)](#)

[4.1.13 – 3.City Policy #6.12 \(Resignations\)](#)

Agency Self Review: MET

Visitor Comments:

The agency provided the separation policies and procedures that can be found in the city personnel manual.

Visitor Evaluation: Met Not Met

4.2 - Staff Qualifications ★

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

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

Agency Evidence of Compliance: The Department of Parks and Recreation employs a staff of 454 full-time positions and 941 part-time positions. The department executive Director of Parks and Recreation and senior management staff are highly qualified with diverse advanced education and experience backgrounds as follows:

INCUMBENT TITLE	EDUCATION CREDENTIALS	CERTIFICATION CREDENTIALS
Director of Parks and Recreation Michael Kirschman	Bachelor's Degree (Environmental Science) & Master's Degree (Environment & Community)	NRPA Certified Park and Recreation Professional
Landscape Management Division Administrator Frank Fentress	Bachelor's Degree (Landscape Architecture) Master's Degree (Public Administration)	Certified Professional Landscape Architect
Planning Design & Development Division Administrator Chad Morris	Bachelor's Degree (Landscape Architecture)	Certified Professional Landscape Architect
Programming & Operations Division Administrator Shirley Deibler	Bachelor's Degree (Accounting)	
Business Systems Division Administrator Maile Hildenbrand	Bachelor's Degree (Business Administration)	Senior Professional Human Resources (SPHR) & Certified Mediator
Parks and Recreation Coordinator (Marketing and Resource Development Bureau) Mary Prier	Bachelor's Degree (Communications Studies); Associate's Degree (Journalism)	Accredited in Public Relations (APR)
Parks and Recreation Coordinator (Human Resources Bureau) Theresa Cummings	Bachelor's Degree (Marketing)	Human Resource Certification Institute (PHR) Society for Human Resource Management (CP)

Agency Evidence of Compliance Documentation:

- [4.2 – 1. Michael Kirschman, Director Resume](#)
- [4.2 – 2. Frank Fentress, Landscape Management Administrator Resume](#)
- [4.2 – 3. Maile Hildenbrand, Business Systems Administrator Resume](#)
- [4.2 – 4. Shirley Deibler, Programming & Operations Administrator Resume](#)
- [4.2 – 5. Chad Morris, Planning, Design & Development Administrator Resume](#)
- [4.2 – 6. Theresa Cummings, Human Resources Coordinator Resume](#)
- [4.2 – 7. Mary Prier, Marketing and Resource Development Coordinator Resume](#)
- [4.2 – 8. Director of Parks & Recreation Job Description](#)
- [4.2 – 9. Landscape Management Administrator Job Description](#)
- [4.2 – 10. Business Systems Administrator Job Description](#)
- [4.2 – 11. Programming & Operations Administrator Job Description](#)

[4.2 – 12.Planning and Design Administrator Job Description](#)

[4.2 – 13.Human Resources Coordinator Job Description](#)

[4.2 – 14.Marketing and Resource Development Coordinator Job Description](#)

Agency Self Review: MET

Visitor Comments:

The agency provided resumes for the director and key staff members that provides evidence that the staff holds the educational training for their positions. This evidence of compliance meets the standard.

Visitor Evaluation: Met Not Met

4.3 - Job Analyses for Job Descriptions 

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

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

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

Agency Evidence of Compliance: The Department of Parks and Recreation, Human Resources Bureau staff manages the review process for all department position descriptions. All Department of Parks and Recreation job descriptions including their last revision date as approved by the City Department of Human Resources are readily accessible to all Department of Parks and Recreation staff on the City intranet site *beachnet*. All department job descriptions include comprehensive information regarding the duties and responsibilities of the position, performance standards, proficiency required in knowledge, skills, and abilities, and the minimum qualifications of the position. *An example of a full-time, part-time, temporary, and internship job description has been provided as Evidence of Compliance Documentation.*

The Department of Parks and Recreation, Human Resources Bureau staff also manages the review process for all department compensation recommendations in order to maintain internal compensation equity and appropriate market competitive salary levels. The job analysis process for all Department of Parks and Recreation full-time positions is conducted by the City Department

of Human Resources, Staffing and Compensation Division staff upon written request by the Director of Parks and Recreation for any department staff who have been deemed to be regularly performing duties outside of their current job description. The City Department of Human Resources, Staffing and Compensation Division staff conducts job audits of positions if deemed necessary by reviewing a written Position Description Questionnaire that is completed by all incumbents in audited positions and by conducting personal interviews with position incumbents and their supervisors to verify actual position incumbent responsibilities. If the results of the job audit process indicate that the job title or level of compensation should be modified, the Director of Parks and Recreation is notified in writing by the City Director of Human Resources and appropriate job reclassifications are executed to implement the recommended modifications. An example of a full-time position *written job analysis request memo* from the Director of Parks and Recreation, a completed *job analysis Position Description Questionnaire*, and a City Department of Human Resources *job analysis request results memo* has been provided as Evidence of Compliance Documentation.

The Department of Parks and Recreation, Human Resources Bureau staff also conducts local market salary surveys for department part-time positions as deemed necessary to ensure that salaries for all part-time positions remain competitive with both the private and public local labor market. The most recent *Part-time Market Job Analysis Salary Survey* for department part-time positions was completed in September 2016. When deemed appropriate from the results of a job analysis salary survey, compensation adjustment recommendations are submitted by the Director of Parks and Recreation to the City Director of Human Resources for review and approval. Based on the results of the department September 2016 job analysis salary survey, part-time salaries were last adjusted in June 2017.

Agency Evidence of Compliance Documentation:

[4.3 – 1.Full-time Job Description](#)

[4.3 – 2.Part-time Job Description](#)

[4.3 – 3.Temporary Job Description](#)

[4.3 – 4.Internship Job Description](#)

[4.3 – 5.Job Analysis Request Memo](#)

[4.3 – 6.Job Analysis Position Description Questionnaire](#)

[4.3 – 7.Job Analysis Request Results Memo](#)

[4.3 – 8.Part-time Market Job Analysis Salary Survey](#)

Agency Self Review: **MET**

Visitor Comments:

The agency provided a job analysis results memo, analysis position questionnaire, and sample job descriptions. The last job analysis was completed in September 2016, and can be verified from the memo. This evidence meets the standard.

Visitor Evaluation: Met Not Met

4.4 - Chief Administrator

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

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

Agency Evidence of Compliance: Mr. Michael Kirschman is the Director of the Department of Parks and Recreation for the City and has worked in the Parks and Recreation field for over 25 years. His responsibilities include strategic planning, policy development, programming and revenue generation, and developing sustainable initiatives for the City that is comprised of 436,000 residents. Mr. Kirschman leads a team of over 500 full-time staff and 800 part-time staff and oversees a department budget of \$54/Million. Prior to his current position with the City, Mr. Kirschman was the Deputy Director of Parks and Recreation for Mecklenburg County, NC. Prior to joining the Department of Parks and Recreation in Mecklenburg County, Mr. Kirschman served as superintendent of natural areas and interpretation for the Geneva Park District in Geneva, Illinois and also worked as a Program Manager for the Centerville-Washington Park District in Centerville, Ohio.

Mr. Kirschman earned his Bachelor's degree in environmental science from Westminster College and his Master's degree in environment and community from Antioch University. A copy of *Director of Parks and Recreation Michael Kirschman Resume* and a copy of the official *City Director of Parks and Recreation Position Description* have been provided as Evidence of Compliance Documentation.

Agency Evidence of Compliance Documentation:

[4.4 – 1. Director of Parks and Recreation Michael Kirschman Resume](#)

[4.4 – 2. City Director of Parks and Recreation Position Description](#)

Agency Self Review: MET

Visitor Comments:

The agency provided the director's resume and director's job description as evidence of compliance. Both the job description and the resume provide evidence that meets the standard.

Visitor Evaluation: Met Not Met

4.4.1 - Leadership Succession Procedure

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

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

Agency Evidence of Compliance: The established procedure of the Department of Parks and Recreation regarding the temporary delegation of the duties and responsibilities of the Director of Parks and Recreation is governed by the provisions of department policy (*Director Continuity Policy and Procedure*). This policy was established to ensure that all executive duties of the Director will continue to be performed by an authorized department management staff incumbent until such time when the Director of Parks and Recreation incumbent can re-assume the duties and responsibilities of the position.

In accordance with the provisions of the Department of Parks and Recreation *Director Continuity Policy and Procedure*, during temporary absences of the Director of Parks and Recreation position incumbent for periods of thirty (30) calendar days or less, the incumbent in the department Business Systems Administrator position as documented in the *Department of Parks and Recreation organization chart* will immediately assume all duties and responsibilities of the Director of Parks and Recreation position.

In accordance with the provisions of the Department of Parks and Recreation *Director Continuity Policy and Procedure*, during temporary absences of the Director of Parks and Recreation position incumbent for periods of thirty (30) calendar days or less and the temporary absence of the incumbent in the department Business Systems Administrator position to immediately assume all duties and responsibilities of the Director of Parks and Recreation position, then the incumbent in the department Programming and Operations Administrator position as documented in the *Department of Parks and Recreation Organization Chart* will immediately assume all duties and responsibilities of the Director of Parks and Recreation position.

In accordance with the provisions of the Department of Parks and Recreation *Director Continuity Policy and Procedure*, during temporary absences of the Director of Parks and Recreation position incumbent for periods of thirty (30) calendar days or more, the Deputy City Manager assigned to the Department of Parks and Recreation shall appoint in writing, subject to the endorsement of the City Director of Human Resources, the incumbent in the department Business Systems

Administrator position, Programming and Operations Administrator position, Planning Design and Development Administrator position, or the Landscape Management Administrator position to assume all duties and responsibilities of the Director of Parks and Recreation position in accordance with the provisions of the City Acting Assignment Salary Policy.

Agency Evidence of Compliance Documentation:

[4.4.1 – 1.Parks and Recreation Director Continuity Policy and Procedure](#)

[4.4.1 – 2.Parks and Recreation Organization Chart](#)

Agency Self Review: MET

Visitor Comments:

The agency provided continuity policy and procedure that was approved in 2018. This evidence meets the standard.

Visitor Evaluation: Met Not Met

4.5 - Workforce Health and Wellness Program

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

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

Agency Evidence of Compliance: All Department of Parks and Recreation staff actively participate in the City and City Public Schools System self-insured consolidated Wellness and Prevention Program for all City and Schools System staff that is funded by staff payroll deductions that are utilized to directly pay for all health care claims and other costs. The Wellness and Prevention Program is coordinated by the City Consolidated Benefits Office staff who disseminate frequent Wellness and Prevention Program informational e-mails as well as publish quarterly newsletters and various other publications to keep department staff informed regarding important wellness information and prevention opportunities. The Consolidated Benefits Office staff also annually provides a *City Health and Wellness Program Benefits Guide* that contains extensive information regarding the health and wellness insurance programs that will be available to department staff during the following calendar year.

The Consolidated Benefits Office staff also coordinates free classes on a variety of topics regarding health, wellness, nutrition, stress, and more as well as coordinates free mammogram, skin cancer, prostate cancer, blood pressure, flu shots, and cholesterol screenings for all City and Schools System staff. In addition, monetary incentives are available to Department of Parks and Recreation

staff upon completion of specific health screenings and tests such as mammograms and colonoscopy exams as well as to staff participating in health and nutrition fairs and exercise programs. The City Occupational Health Services Office staff also provides routine medical assistance to all department staff as needed including screening and treatment of on-the-job related injuries, illnesses, and temporary duty assignments and return to work provisions. All Department of Parks and Recreation full-time staff is encouraged to participate in an annual *BeWell Program* health screening. This health screening is an opportunity for all department staff to better understand their health risks and maintain and improve their personal health. The health risks that are screened include cholesterol, blood pressure, body mass index, diabetes, tobacco use, and physical activity.

Each year, the Consolidated Benefits office staff publishes a calendar year *City Health and Wellness Program Annual Report* that provides an overview of the financial trends, services provided, and program outcomes for employee benefits and wellness programming that are offered to City and Schools System staff. In the most recent 2015 plan year annual report, there were 5,089 active City staff (Department of Parks and Recreation specific data not available) who participated in the City health plan and 4,850 active City staff (Department of Parks and Recreation specific data not available) who participated in the City dental plan. The total health and wellness program costs from paid claims and other expenses for the 2015 plan year was \$136 Million that was funded by \$133.9 Million in employee and employer contributions and \$2.1 Million from health fund reserves. That represented a \$1.4 Million (-1.0%) reduction in total program cost compared to the 2014 plan year when there was a \$3.2 Million program funding deficit. In addition, there were \$124.7 Million in total health plan claims paid in the 2015 plan year that represents a \$2.7 Million (-2.1%) decrease in total health plan claims paid in the 2014 plan year.

The City and Schools System health and wellness program has provided invaluable health and wellness programming for over 30 years. This sophisticated program was an innovation in the public sector when it was implemented by providing free health care management materials, health care management services, vision care and dental care, health screening programs, cancer screenings, vaccination clinics, health education classes, and more. Today, City and Schools System staff and their families have the continued opportunity to benefit from a number of programs offered through the City Wellness and Prevention Program that address general health and fitness, weight management, tobacco cessation, condition management, preventive health, stress management, as well as numerous other health and wellness management program initiatives.

Agency Evidence of Compliance Documentation:

[4.5 – 1.City Health and Wellness Program Benefits Guide](#)

[4.5 – 2.City Health & Wellness Program Annual Report](#)

Agency Self Review: **MET**

Visitor Comments:

The agency provided the city health and wellness program benefits guide and city health and wellness annual report. This evidence meets the standard.

Visitor Evaluation: Met Not Met

4.6 - Orientation Program

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

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

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

Agency Evidence of Compliance: The orientation program for all new full-time staff employed by the Department of Parks and Recreation is governed by the provisions of *City Policy #1.02 (Orientation Policy and Procedure)* that is administered by the City Department of Human Resources. The City Department of Human Resources, Learning and Development Division staff conducts a mandatory, two day orientation training program for all new full-time department staff that encompasses the following components:

NEW STAFF ORIENTATION DAY 1 SYLLABUS	NEW STAFF ORIENTATION DAY 2 SYLLABUS
City Manager Welcome	EEO/Workplace Harassment
City's Vision, Mission & Values	Information Security
Governance Model	Completed Staff Work Model
City Policies & Procedures	City Integrity Connection Model
City Benefits	
Payroll Form Completion	
City ID's Issued	

On the first day of City employment, orientation training includes a welcome from the City Manager, completion of payroll forms, issuance of City identifications, and numerous training modules are presented during the day regarding City benefits, City policies and procedures, the City governance model, and the City vision, mission, and organizational values. Day 2 of the orientation program includes additional training modules regarding organizational ethics, equal employment opportunity, workplace harassment, information security, and an introduction to supplemental staff training modules regarding the Completed Staff Work Model and City Integrity

Connection Model.

Department of Parks and Recreation staff also conducts a department quarterly “New Staff Welcome” orientation that is mandatory for all new department full-time staff. During the half-day briefing, new staff meet the department Director, department division administrators, and other key staff that comprise the department Leadership Team who are responsible for department budgeting administration, planning coordination, human resources management, and marketing coordination functions who attend the new employee welcome to provide a brief presentation regarding the scope of their operational responsibility. The department new staff welcome encompasses the following components:

NEW STAFF WELCOME SYLLABUS
Parks and Recreation HR Bureau Point of Contacts & Introductions
Career Progression Information
Virtual Tour of Parks and Recreation Facilities, Programs & Services
Director’s Welcome & Expectations
Networking with Department Leadership Team

To further enhance the new staff orientation to the department and to the City, the Department of Parks and Recreation has implemented a *New Staff Orientation Checklist* to ensure that all staff receive timely, consistent, and updated information regarding their position responsibilities, position compensation, City benefits, and City policies. The orientation checklist provides two distinct outlines of the topics to be discussed with a new staff member by the department Human Resources Bureau staff and by the immediate supervisor.

Part-time staff receive employee orientation specific to their work area and functions. For example, the Out of School Time Unit part-time staff complete this instructor led *Part-time New Staff Orientation Training*. Orientations are often supplemented with a staff handbook such as the *Out-Of-School-Time Unit Staff Handbook* and the *Aquatics Unit Staff Handbook*.

The Department of Parks and Recreation also provides a department orientation session for all college students serving an internship in the department who are completing academic degrees in the fields of parks and recreation, leisure studies, environmental studies, or therapeutic recreation. A *Department of Parks and Recreation Internship Manual* and *Department of Parks and Recreation Supervisor’s Guide* details the orientation procedures that are to be followed by all supervisors to welcome college student interns to the department.

Agency Evidence of Compliance Documentation:

[4.6 – 1.City Policy #1.02 \(Orientation Policy and Procedure\)](#)

[4.6 – 2.New Staff Orientation Day 1 Outline](#)

[4.6 – 3.New Staff Orientation Day 2 Outline](#)

[4.6 – 4.Virtual Tour of Parks and Recreation Facilities, Programs & Services](#)

[4.6 – 5.New Staff Orientation Checklist](#)

[4.6 – 6.Out-of-School Time Part-time New Staff Orientation Training](#)

[4.6 – 7.Out-Of-School-Time Unit Staff Orientation Handbook](#)

[4.6 – 8.Aquatics Unit Staff Handbook](#)

[4.6 – 9.Parks and Recreation Internship Manual](#)

[4.6 – 10.Parks and Recreation Supervisor’s Guide](#)

Agency Self Review: MET

Visitor Comments:

The agency provided outlines from their staff orientation program as well as material that is distributed during the orientation process.

Visitor Evaluation: Met Not Met

4.6.1 - Employee Training and Development Program

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

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

Agency Evidence of Compliance: All Department of Parks and Recreation staff members are afforded training opportunities from both *City and department sponsored training classes*. Department staff may request to be registered for classes through a City online self-service training registration system called *Taleo Learn*. The convenience of this automated system allows staff to access their transcript, register for training classes at any time, as well as send an automatic email to their supervisor requesting approval. After a supervisor approves a request to attend a training session, the request is processed by the unit training representative and forwarded to the department training coordinator.

City sponsored training sessions are offered to all Department of Parks and Recreation staff through the Department of Human Resources, Learning and Development Division that coordinates and administers all City sponsored trainings. The *City of Virginia Beach Class Catalog* is published annually and is available online to all department staff. The Training Catalog includes instructor supervised as well as E-Learning courses and is revised annually to offer new and

refreshed training courses in order to keep up with the latest issues and trends. Some of the instructor supervised training courses that are offered include New Member Orientation; Mid-Management Development Program; Coaching for Commitment; Generational Differences; Situational Leadership; Teamwork & Collaboration; Performance Management for Supervisors; and Powerful Listening. The E-Learning topics include a diverse variety of instruction including Personal Productivity; Human Resources Management; Microsoft Office Software Applications; as well as leadership and management techniques. The online accessibility allows department staff the flexibility to complete a class at their personal convenience.

The Department of Human Resources, Occupational Safety Division staff also offers safety related and mandated training classes for all City and departmental staff on a regular basis. Occupational Safety classes that are provided are listed in the annual *City Safety Training Catalog* that include training opportunities such as Defensive Driving; First Aid/CPR/AED; Bloodborne Pathogens; Chain Saw Safety; Commercial Driver's License; and Hearing Conservation. Department staff members are required to attend First Aid/CPR/AED training every two years, Bloodborne Pathogens training annually, and Defensive Driving training every four years if they drive a City vehicle or drive their private vehicle on City business.

The Department of Parks & Recreation, Human Resources Bureau has a designated staff development and training coordinator. The departmental training coordinator, with the assistance of designated facility site training representatives, distributes available training session information in a timely manner to all department staff and assists with training session registration if needed. The department training coordinator also maintains a *Completed Staff Training Attendance Sheet* for all training sessions that is entered into the department automated training database to maintain an *Electronic Training Record* for every department staff member. The electronic training record provides a history of all training sessions that has been completed during their career with the City and the department.

The Department of Parks & Recreation offers a variety of trainings specific to a staff member's work area. Examples of internal departmental training opportunities are included in the *Out of School Time Unit Training Catalog*, the *Aquatic Unit In-service Combined Skills and Activities Catalog*, and in the *Parks & Natural Areas Block Training Catalog*. Department interns are afforded the same training opportunities as department staff including a department overview as seen in the *Department of Parks and Recreation Internship Manual*. Internship Supervisors provide on-the-job training, orientation and a variety of work experiences to enhance the intern's professional growth.

For external training opportunities, the Department of Parks and Recreation is provided a budgeted appropriation each fiscal year for department staff to attend national, regional, and state professional improvement training and conferences. The department commitment to continuous learning and improvement is evidenced by a \$148,475 budget appropriation in the department FY 2017-18 operating budget. Each division in the department is authorized a specific amount of funding so that staff can attend Virginia Recreation and Park Society conferences, National Recreation and Park Association conferences, Virginia Recreation and Park Society Leadership

Training Institutes, youth development conferences, supervisor schools, revenue schools, parks planning and maintenance schools, leadership schools, environmental and outdoor programming workshops, as well as numerous other conferences and workshops that enhance the work environment and professional knowledge development of department staff.

Agency Evidence of Compliance Documentation:

[4.6.1 – 1.City and Department Sponsored Training Classes](#)

[4.6.1 – 2.Taleo Learn Online Training Registration System](#)

[4.6.1 – 3.City Training Class Catalog](#)

[4.6.1 – 4.Safety Training Catalog](#)

[4.6.1 – 5.Department Completed Staff Training Attendance Sheet](#)

[4.6.1 – 6.Electronic Training Record](#)

[4.6.1 – 7.Out of School Time Unit Training Catalog](#)

[4.6.1 – 8.Aquatic Unit In-Service Combined Skills and Activities Catalog](#)

[4.6.1 – 9.Parks & Natural Areas Block Training Catalog](#)

[4.6.1 – 10.Parks & Recreation Internship Manual](#)

Agency Self Review: **MET**

Visitor Comments:

The agency provides a variety of training opportunities for staff whether the training is required for the basic functions of the job or training that provides opportunities for continuing education. The agency provided examples of training classes offered as well as staff training attendance sheets to meet the standard.

Visitor Evaluation: Met Not Met

4.6.2 - Professional Certification and Organization Membership

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

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

Agency Evidence of Compliance: The Department of Parks and Recreation is an agency member of both the National Recreation and Park Association (NRPA) and the Virginia Recreation and Park Society (VRPS), is a very active supporter of professional organizations, and encourages individual staff membership in NRPA and VRPS as well as other professional organizations. This practice is in keeping with the department philosophy that the professional development of staff is a partnership between staff and the department. The Department of Parks and Recreation supports and encourages active professional organization membership and related professional certifications through funding for staff organization membership, professional certifications, as well as attendance to local, regional, and national professional conferences. This initiative is accomplished by being a premier agency member of the NRPA that provides all full time staff with association membership and by paying a portion of the VRPS annual association membership dues for all department staff who are encouraged to join. The department operating budget training appropriations also provide funding for department staff to attend job related training workshops and conferences in order to achieve professional certifications that support job functions.

The Department of Parks and Recreation has also hosted numerous Virginia Recreation and Park Society annual conferences with the most recent conference hosted by the department in 2015 during which many department staff served as conference committee leads who were very active in conference planning. A chart of *Parks and Recreation Staff Professional Organization Participation* and a chart of *Parks and Recreation Staff Professional Certifications* has been provided as Evidence of Compliance Documentation.

Agency Evidence of Compliance Documentation:

[4.6.2 – 1.Parks & Recreation Staff Professional Organization Participation](#)

[4.6.2 – 2.Parks & Recreation Staff Professional Certifications](#)

Agency Self Review: MET

Visitor Comments:

The agency provided a list of staff involved in parks and recreation related professional organizations as well as a list of staff who have professional certifications.

Visitor Evaluation: Met Not Met

4.7 - Volunteer Management

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

Suggested Evidence of Compliance: Provide the volunteer management manual.

Agency Evidence of Compliance: The Department of Parks and Recreation Volunteer Management Program is administered by the Programming and Operations Division staff in coordination with the City Office of Volunteer Resources that is located in the Office of the City Manager. The *Department of Parks and Recreation Volunteer Management Manual* outlines all policies and procedures regarding the utilization of volunteers in the department. The manual also includes volunteer job descriptions, current volunteer opportunities, and staff contact information for individuals who would like to volunteer. A copy of the volunteer manual is located in every operational division of the department as well as all department community recreation centers and is made available to the public upon request.

Agency Evidence of Compliance Documentation:

[4.7 – 1.Parks and Recreation Volunteer Management Manual](#)

Agency Self Review: MET

Visitor Comments:

The agency provided their volunteer management manual that outlines their volunteer program to meet the standard.

Visitor Evaluation: Met Not Met

4.7.1 - Use of Volunteers

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

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

Agency Evidence of Compliance: The Department of Parks and Recreation utilizes volunteers in a variety of operational areas. The Volunteer Assignment List includes Out-of-School Time Programs; Adopt-A-Programs; Sports Management/Athletics; Parks and Recreation Commission; Bikeways and Trails Advisory Committee; Open Space Advisory Committee; Special Event Programs; Environmental/Outdoor Programs; Aquatics Programs; Landscape Management; Administrative Support; Parks and Natural Areas; Community Recreation Center Programs; and Therapeutic Recreation programs. Job descriptions that are maintained in the Volunteer Management Manual have been established for every volunteer position title and these descriptions are reviewed and updated periodically by department staff for each volunteer position. The Department of Parks and Recreation utilizes volunteers in all operational areas of the department and has more volunteers than any other City department. In the *FY18 City Annual*

Volunteer Report, the department reported a total of 6,542 volunteers who contributed 99,960 hours to the department with an estimated value of forty-eight (48) full-time positions and \$2,468,000 in salary savings.

Agency Evidence of Compliance Documentation:

[4.7.1 – 1.2018 Volunteer Assignment List Section 3 \(Job Opportunities & Job Descriptions\)](#)

[4.7.1 – 2.Job Description - Urban Forest Management Assistant](#)

[4.7.1 – 3.FY17 City Annual Volunteer Report](#)

Agency Self Review: MET

Visitor Comments:

The agency provided their volunteer assignment list, a sample volunteer job description, city annual volunteer report. This information provides an overview of their volunteer usage and meets the standard.

Visitor Evaluation: Met Not Met

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

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

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

Agency Evidence of Compliance: The provisions of the *Department of Parks and Recreation Volunteer Management Manual* governs the procedures for Department of Parks and Recreation staff to follow regarding the recruitment and selection (Sections 0-2), orientation procedures (Section 7), and background investigation procedures (Section 5).

The Department of Parks and Recreation continually recruits volunteers through local newspaper ads, the City Department of Human Resources Volunteer Opportunities Listing, and department volunteer solicitation posters and flyers. The Department of Parks and Recreation, Human Resources Bureau staff also recruits volunteers through frequent job fairs and visits to local colleges. The department has a full-time staff member responsible for volunteer resources coordination who ensures that all volunteers are directed to the appropriate department facility site for placement. In addition, all department facilities and program areas have a full-time staff

member designated as a volunteer resources manager responsible for the coordination of volunteer recruitment and placement for their respective facility or program. All department volunteers are assigned to a department staff supervisor who is responsible for providing an orientation and ensuring that all volunteers receive the training that is required to perform their assigned duties.

Department of Parks and Recreation volunteers 18 years and older are required to complete a Criminal Record Information Request Form and submit finger prints to the City Police Department. The City Department of Human Resources staff processes all City volunteer background checks, reviews results, and determines if a volunteer is eligible to be placed in the department. All volunteer athletic league coaches are required to have a background screening by the firm Southern Security Consultants Incorporated, a private consulting firm contracted by the City.

Agency Evidence of Compliance Documentation:

[4.7.2 – 1.Parks and Recreation Volunteer Management Manual Sections 0-2 \(Recruitment & Selection Procedures\)](#)

[4.7.2 – 2.Parks and Recreation Volunteer Management Manual Section 7 \(Orientation Procedures\)](#)

[4.7.2 – 3.Parks and Recreation Volunteer Management Manual Section 5 \(Background Investigation Procedures\)](#)

Agency Self Review: **MET**

Visitor Comments:

The agency provided their volunteer management program manual which outlines their recruitment/selection procedures, orientation process, and background check procedures. This manual provides an overview of their volunteer management program.

Visitor Evaluation: Met Not Met

4.7.3 - Supervision and Evaluation of Volunteers

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

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

Agency Evidence of Compliance: All Department of Parks and Recreation volunteers are closely monitored and supervised by their respective site volunteer supervisor who is responsible for mentoring all assigned volunteers in the performance of their duties. Frequent communication is encouraged to ensure that department staff and volunteers work cohesively together and all volunteers are encouraged to complete an evaluation of their volunteer experience to assist department staff with maintaining meaningful volunteer experiences. The department strives for a volunteer experience that is mutually beneficial to the volunteer and to the department. The Department of Parks and Recreation *Volunteer Management Staff Manual Section 11 (Evaluations)* provides a recommended form for department staff to utilize for all volunteer performance evaluations. Copies of completed *Volunteer Performance Evaluation Forms* have been provided as exhibits.

Agency Evidence of Compliance Documentation:

[4.7.3 – 1.Parks and Recreation Volunteer Management Staff Manual Section 11 \(Evaluations\)](#)

[4.7.3 – 2.Parks and Recreation Completed Volunteer Performance Evaluation Forms](#)

Agency Self Review: MET

Visitor Comments:

The agency provided their volunteer management manual which outlines evaluations for volunteers as well as a completed volunteer performance evaluation.

Visitor Evaluation: Met Not Met

4.7.4 - Recognition of Volunteers

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

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

Agency Evidence of Compliance: All Department of Parks and Recreation volunteer supervisors are responsible for recognizing volunteers and reporting recognition efforts to the City Office of Volunteer Resources. The Department of Parks and Recreation recognizes volunteers with letters of appreciation, volunteer pins and certificates, appreciation gifts, and awards lunches and ceremonies as outlined in the Department of Parks and Recreation *Volunteer Management Manual Section 10 (Recognition and Reimbursement)*. Department of Parks and Recreation staff who are assigned the responsibility of serving as Volunteer Resources Managers for their facility site meet regularly to develop volunteer recognition strategies and to plan recognition events utilizing the *City Office of Volunteer Resources Volunteer Appreciation Ideas Manual*. Volunteer appreciation

gifts and recognition ceremonies are funded by the Department of Parks and Recreation and the City Office of Volunteer Resources that will reimburse all City departments up to \$10 per volunteer annually for volunteer recognition events.

The Department of Parks and Recreation recognizes all volunteers in a variety of ways. Long tenured Department of Parks and Recognition volunteers who have 500, 1,000, or more volunteer hours with the department also receive a *Mayor's Volunteer Recognition Certificate* that is signed by the City Mayor personally thanking each volunteer for their volunteer service to the department. As a significant participant in the City volunteer program, all department volunteers are encouraged to attend the annual City volunteer picnic that is held during the month of June in a City park where they are recognized by the department and the City for their volunteer service. In addition, numerous department operational bureaus conduct more personalized volunteer recognition programs. For example, the department Youth Opportunities Office sponsors an annual volunteer recognition event that recognizes all Mayor's Youth Leaders in Action Program volunteer participants and their parents with emphasis on outstanding youth achievements. During the recognition event that is conducted annually during the month of June, exceptional youth volunteers are presented with a *Mayor's Youth Leaders in Action Program Coordinator's Award* as well as a Most Improved Award, Senior Award, and Community Service Award. The department Parks and Natural Areas Bureau also coordinates numerous volunteer youth Eagle Scout projects that are performed in City parks and natural areas. Upon successful completion of the project, the department recognizes each youth volunteer with a placard that is posted on the site of the project with the Scouts' name and troop number so the public is informed that the project was an Eagle Scout Project. The department City Wide Programs Office also offers volunteers who reside in another City the City resident annual membership rate for all community recreation centers if they work a minimum number of volunteer hours for the department each year.

Agency Evidence of Compliance Documentation:

[4.7.4 – 1.Parks and Recreation Volunteer Management Manual Section 10 \(Recognition & Reimbursement\)](#)

[4.7.4 – 2.City Office of Volunteer Resources Volunteer Appreciation Ideas Manual](#)

[4.7.4 – 3.City Mayor Volunteer Recognition Certificate](#)

[4.7.4 – 4.City Mayor Youth Leaders in Action Program Coordinator's Award](#)

Agency Self Review: **MET**

Visitor Comments:

The agency provided their manual which outlines volunteer recognition as well as example volunteer recognition certificate.

Visitor Evaluation: Met Not Met

4.7.5 - Liability Coverage for Volunteers

Standard: Agency volunteers shall be covered for negligence liability.

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

Agency Evidence of Compliance: All Department of Parks and Recreation volunteers are provided primary negligence liability insurance coverage, primary automobile liability insurance coverage, and medical insurance benefits coverage by the City insurance program that is administered by the City Department of Finance, Risk Management Division as outlined in the department *Volunteer Management Manual Section 9 (Liability and Insurance)*.

Primary negligence liability insurance coverage applies to all civil claims that may be made against volunteers while performing official duties on behalf of the department while the volunteers are operating under the supervision and direction of department staff. Primary automobile liability insurance coverage applies to all claims while operating a City owned vehicle while conducting official City business for the department. Eligibility for City automobile liability coverage is subject to volunteers completing the City defensive driving course that is conducted regularly by the City Department of Human Resources, Safety Division staff and is also subject to volunteers complying with all provisions of City policies regarding the operation of motor vehicles.

All department volunteers who do not have other primary health insurance are also provided limited medical benefits by the City insurance program should they be injured while performing official duties on behalf of the department. This insurance would provide up to \$10,000 in medical benefits and up to \$20,000 in death or dismemberment benefits.

Agency Evidence of Compliance Documentation:

[4.7.5 – 1.Parks and Recreation Volunteer Management Manual Section 9 \(Liability & Insurance\)](#)

Agency Self Review: MET

Visitor Comments:

The agency provided a copy of their liability insurance coverage for volunteers, which outlines the types of coverage provide for volunteers.

Visitor Evaluation: Met Not Met

4.8 - Consultants and Contract Employees

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

and contract employees.

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

Agency Evidence of Compliance: The utilization of consultants and contract staff by the Department of Parks and Recreation is governed by the provisions of City Administrative Directive AD 4.08 (*Purchasing and Payment Requirements*) and City Administrative Directive AD 6.09 (*Virginia Department of Minority Businesses Enterprises (DMBE) Certified Small Businesses, Including Woman and Minority-Owned Businesses, Enhancement Program Small Purchase Procedures*) that were executed by the City Manager and by the provisions of the City of Virginia Beach *Procurement Manual* that was executed and is administered by the City Department of Finance, Purchasing Division.

The Department of Finance, Purchasing Division maintains professional services contracts with local private firms to provide temporary staff services to all City departments, including the Department of Parks and Recreation as operationally needed. Currently, administrative support, urban planning and landscape architecture services are available through a City professional services contract with the firm of Abacus Temporary Services. An architectural and engineering consultant annual service contract has also been awarded by the City. Both contracts are administered by the City Department of Finance, Purchasing Division staff. Consulting firms are contracted by the Department of Parks and Recreation and other City operational departments as required for capital project design and other professional services. All consultant services are awarded through a competitive Request for Qualifications (RFQ) bid process or a competitive Request for Proposals (RFP) bid process that is administered by the City Department of Finance, Purchasing Division staff in accordance with the provisions of the City Procurement Manual.

Agency Evidence of Compliance Documentation:

- [4.8 – 1.City Administrative Directive AD 4.08 \(Purchasing and Payment Requirements\)](#)
- [4.8 – 2.City Administrative Directive AD 6.09 \(Virginia Department of Minority Businesses Enterprises \(DMBE\) Certified Small Businesses, Including Woman and Minority-Owned Businesses, Enhancement Program Small Purchase Procedures\)](#)
- [4.8 – 3.City Procurement Manual](#)

Agency Self Review: **MET**

Visitor Comments:

The agency provided an administrative directive which outlines the process used to hire consultants and contract employees. The process falls under the authority of the procurement department and the agency provided city procurement manual which outlines policies and procedures on the RFP process to hire consultants and contract employees.

Visitor Evaluation: Met Not Met

**VISITATION REPORT SUMMARY FOR CATEGORY 4.0
(HUMAN RESOURCES)**

Reviewed By: *Dennis Hodges*

Unmet Standards: *(List the Standard # and Name)*

Provide clarification for all unmet fundamental standards :

5.0 - Financial Management

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

Financial management is the process of planning for, acquiring, and using funds to achieve predetermined organizational goals and objectives. The increasing demand for more and better services, continuing upward spiral of costs, increasing emphasis on fiscal responsibility and accountability, and the unwillingness of taxpayers support higher taxes, are all forcing park and recreation organizations to become more effective and efficient in all aspects of their financial operations. Parks and recreation managers must possess the ability to secure, organize, and control the financial resources of the organization to assure the success and survival of their organizations.

Formal fiscal control and monitoring procedures enable an agency to establish accountability, to comply with funding authorizations and restrictions, to ensure that disbursements are for designated and approved proposes and to alert agency management to possible problems.

5.1 - Fiscal Policy ★

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

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

Agency Evidence of Compliance: The City of Virginia Beach City Council established the legal authority for the management and control of all City revenues, expenditures, and investment of funds by adopting provisions to the City Code that established the Department of Finance and the executive positions of the Director of Finance, City Treasurer, and Commissioner of Revenue as well as provisions of the City Code requiring an annual audit of all City finances as follows:

The scope of authority of the Department of Finance is specified in the provisions of City Code Section #8.01 as follows:

“The department of finance shall consist of a director of finance, a comptroller or accounting officer, the city treasurer and the commissioner of revenue and their respective offices; insofar as inclusion of these offices is not inconsistent with the Constitution and general laws of the Commonwealth of Virginia, and such other officers and employees organized into such bureaus, divisions and other units as may be provided by the council or by the orders of the director consistent therewith.”

City of Virginia Beach City Code Chapter 8 (Financial Administration).

The scope of authority of the executive position of the Director of Finance is specified in the

provisions of City Code Section #8.02 as follows:

“The head of the department of finance shall be the director of finance...skilled in municipal accounting and financial control. He shall have charge of the financial affairs of the city, including such powers and duties as may be assigned by the council not inconsistent with the Constitution and general laws of the Commonwealth of Virginia.”
City of Virginia Beach City Code Chapter 8 (Financial Administration).

The scope of authority of the executive position of City Treasurer is specified in the provisions of City Code Section #8.03 as follows:

“The city treasurer shall be the custodian of all public monies of the city and shall have such powers and duties as are provided by general law. He shall perform such other duties as may be assigned by the director of finance or the council not inconsistent with the laws of the commonwealth.”
City of Virginia Beach City Code Chapter 8 (Financial Administration).

The scope of authority of the executive position of Commissioner of Revenue is specified in the provisions of City Code Section #8.04 as follows:

“The commissioner of revenue shall perform such duties not inconsistent with the laws of the commonwealth in relation to the assessment of property and licenses as may be assigned by the director of finance or the council.”
City of Virginia Beach City Code Chapter 8 (Financial Administration).

As specified in the *City Code Section 24.3 (Fees Policies)*, it is the responsibility of these executive positions to establish appropriate fiscal policies for the City within their defined scope of authority. The Director of Parks and Recreation, along with all other City department Directors, is required to establish department administrative procedures that ensure compliance to all fiscal City Code provisions and City fiscal policies and procedures established by these executive positions. Each department Director is to verify that there are established internal departmental fiscal controls in their department to ensure effective stewardship of all public funds. To ensure the continued effective management and control of all City revenues, expenditures, and investment of funds, provisions of the City Code that are specified in Section #8.06 require an annual audit of City finances as follows:

“The council shall cause to be made an independent audit of the city's finances at the end of each fiscal year by the auditor of public accounts of the commonwealth or by a firm of independent certified public accountants to be selected by the council. One copy of the report of such audit shall be always available for public inspection in the office of the city clerk during regular business hours.”
City of Virginia Beach City Code Section 24.1 (Creation and Composition of Department.)

Agency Evidence of Compliance Documentation:

[5.1 – 1.City Code Chapter 8 \(Financial Administration\)](#)

[5.1 – 2.City Code Section 24.3 \(Fees Policies\)](#)

[5.1 – 3.City Code Section 24.1 \(Creation and Composition of Department\)](#)

Agency Self Review: MET

Visitor Comments:

The agency provided city codes that establish the city finance department and give authority to the parks and recreation director to establish fees for the parks and recreation department, as well as the policy and procedures for parks and recreation fees.

Visitor Evaluation: Met Not Met

5.1.1 - Comprehensive Revenue Policy ★

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

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

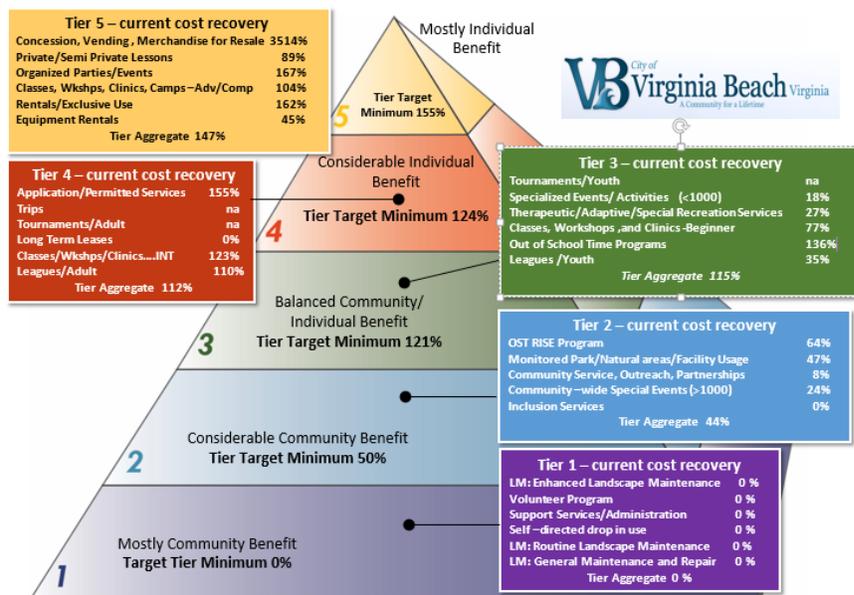
Agency Evidence of Compliance: The Department of Parks and Recreation revenue policy regarding fees and charges for services and the strategies and methodologies utilized for determining all fees and charges and levels of cost recovery is governed by the provisions of the *Department of Parks and Recreation Comprehensive Revenue Policy*. The provisions of the policy outline how the department efficiently manages its resources in order to provide the community with equitable opportunities for diverse services as identified by community priorities. With this initiative in mind, the department attempts to balance the cost-to-benefit ratio by providing certain basic facilities and services without a fee. Extended or specialized facilities and programs are provided through fees to recover all or part of the related costs. Conversely, patrons who reside outside the City of Virginia Beach who do not contribute real estate tax financial support to the Department of Parks and Recreation and those patrons who propose to use public recreation facilities for proprietary gains may incur fees and charges higher than the local taxpayer.

The provisions of the department Comprehensive Revenue Policy provides the essential strategic philosophy that is utilized by department staff to effectively manage the sensitive balance between the annual budgetary evaluation and assignment of programmatic and service fees and charges with the challenge of maintaining the sustainability of quality parks and recreation facilities, programs, and services. In order to ensure that the department Comprehensive Revenue Policy

continues to provide an effective strategic philosophy, the policy is reviewed annually and amended as required by the Business Systems Division Administrator and the Director of Parks and Recreation during the annual department operating budget development process.

The methodologies utilized by Department of Parks & Recreation staff to annually calculate the programmatic and operational costs compared to projected programmatic fee revenues for all department provided programs and services, is contained in the *Department of Parks & Recreation Cost Recovery Model, Resource Allocation Philosophy and Policy and Services Assessment*. The provisions of the Cost Recovery Model, Resource Allocation Philosophy and Policy and Services Assessment explains how the Pyramid Methodology allows the Department of Parks and Recreation to work with the public to understand its values and to recommend the best cost recovery practices for the department. The Department has identified typical and quantifiable direct and indirect costs associated with providing programs and services with appropriate levels of cost recovery.

“The *Department of Parks and Recreation Cost Recovery Pyramid Model* illustrates a pricing philosophy based on establishing fees commensurate with the benefit received. Descriptions regarding each level of the pyramid are provided, however, the model is intended as a discussion point and is very dependent on agency philosophies to determine what programs and services belong on each level. Cultural, regional, geographical, and resource differences play a large role in this determination. The resulting pyramid is unique to each agency who applies this methodology.” The application model is broken down step-by-step on pages 3-5 of the Virginia Beach Cost Recovery Model & Philosophy. A graphic of the Cost Recovery Pyramid Model is as follows:



A sound and consistent philosophy, model, and policy provides the framework for sustainable operation of quality parks and recreation experiences and services for our community. This

framework allows the department to use tax revenue and fees in the most appropriate ways, supplemented where possible by grants, cash donations, partnerships, and other sources of alternate revenue. The Department of Parks and Recreation operates from eight separate fiscal funds. These funds are: the Parks and Recreation Special Revenue Fund; the City's General Fund; the Open Space Special Revenue Fund; the Parks and Recreation Gift Fund; the Tourism Growth Investment Fund; the Town Center Special Tax District Fund; the School Landscaping Internal Service Fund; and the City Beautification Fund.

The Department of Parks and Recreation generates a significant portion of its operating budget through self-supported fees and charges. Additionally, the department receives funding from dedicated real estate tax revenues, from dedicated meals tax revenues, from non-dedicated general appropriations, and from cash donations. The Parks and Recreation Special Revenue Fund is funded 26.9% through fees and charges, 42.2% through dedicated tax revenues, and 30.9% from non-dedicated general appropriations. The Open Space Fund, Tourism Growth Investment Fund, and Town Center Special Tax District Fund are funded 100% from dedicated tax revenues. The Gift Fund is funded 100% by private cash donations in support of department sponsored programs and services. The School Landscaping Internal Service Fund is a transfer from the City Schools Division to fund operational support at school sites that is provided by the Department of Parks and Recreation, Landscape Management Division. The City Beautification Fund is 100% funded through private and corporate donations that fund landscape beautification projects throughout the City.

The Department of Parks and Recreation has established a committee comprised of professional staff members to annually review fees and charges for all department provided programs and services. The committee consists of four subcommittees that are led by the four Department Division Administrators. Each subcommittee is responsible for reviewing the programs included in their assigned tier. The subcommittees meet twice a year after designated staff members have entered revenue and expenditures information into the cost recovery tool. *Cost Recovery Strategy Team meeting minutes* have been provided as Evidence of Compliance. The four Department Division Administrators who lead the four subcommittees then share the gathered information, suggestions, and concerns from staff members with the department Director. Based on this analysis, the Department Leadership Team makes sound management decisions regarding the establishment of all department fees and charges for the upcoming fiscal year budgetary process. A copy of the *Parks & Recreation FY18 Fees & Charges Schedule* has been provided as Evidence of Compliance.

Agency Evidence of Compliance Documentation:

[5.1.1 – 1.Parks & Recreation Comprehensive Revenue Policy](#)

[5.1.1 – 2.Parks & Recreation Cost Recovery Model & Philosophy](#)

[5.1.1 – 3.Parks & Recreation Cost Recovery Strategy Team Meetings Minutes](#)

[5.1.1 – 4.Parks & Recreation FY18 Fees & Charges Schedule](#)

Agency Self Review: **MET**

Visitor Comments:

The agency provided the parks and recreation comprehensive revenue policy, last updated in 2018, as well as the FY 18 fees and charges schedule. This evidence shows the agency meets the standard.

Visitor Evaluation: Met Not Met

5.1.2 - Agency Acceptance of Gifts and Donations

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

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

Agency Evidence of Compliance: The acceptance of gifts and donations by the Department of Parks & Recreation is governed by the provisions of City *Administrative Directive AD 1.18 (Donations and Gifts to the City)* that was executed by the City Manager. The Administrative Directive specifies the purpose and need for the policy, administrative procedures, and the responsibility and authority granted to department Directors, the City Manager and the City Council. Generally, acceptance of gifts and donations by a department Director is authorized when the gift or donation has an estimated value under \$5,000. Approval of gifts and donations by the City Manager is required when the gift or donation has an estimated value between \$5,000 and \$25,000. Approval of gifts and donations by the City Council is required when the gift or donation has an estimated value over \$25,000. The provisions of the administrative directive specify as follows:

4.0 Responsibility and Authority:

In accordance with Code of Virginia Section 15.2-1108 (Gifts, Donations, Bequests or Grants), the City Council is responsible for approving the acceptance of all donations to City agencies, departments, or programs. The City Council, at their discretion, may delegate that responsibility and the authority to accept gifts and donations has been assigned as follows:

1. *Acceptance by the City Council is required when the gift or donation meets any one of the following criteria:*

- Has an estimated value over \$25,000; or
- Involves the naming of properties, programs or facilities;
- Consists of stock, securities, or real property; or
- Creates a new program or long-term obligation by the City.

2. *Acceptance by the City Manager or his designee is required when the gift or*

donation meets any one of the following criteria:

- Has an estimated value between \$5,000 and \$25,000; or
- Involves vehicles or construction of improvements to facilities maintained in the City's capital assets inventory; or
- Requires an obligation on the part of the City to provide for expenditures for which there is no established funding source.

3. Acceptance by the department Director is allowed when the gift or donation meets all of the following criteria:

- Has an estimated value under \$5,000; does not involve a new program; and
- Does not require maintenance for which the department will need additional resources.

The City Manager or a department Director is authorized to accept cash donations in accordance with the guidelines outlined above. However, City Council must appropriate any new funding prior to incurring expenditures.

The *Department of Parks & Recreation Internal Gift Fund Policy and Procedure* for accepting any cash, check or money order donations, outlines the Department policy for accepting the monetary donation in addition to our depositing and expenditure responsibilities.

Agency Evidence of Compliance Documentation:

[5.1.2 – 1. Administrative Directive AD 1.18 \(Donations and Gifts to the City\)](#)

[5.1.2 – 2. Code of Virginia Section 15.2-1108 \(Gifts, Donations, Bequests or Grants\)](#)

[5.1.2 – 3. Parks & Recreation Internal Gift Fund Policy and Procedure](#)

Agency Self Review: **MET**

Visitor Comments:

The agency provided three levels policies. The first policy is the state of Virginia code which outlines the legal authority of local governments to establish policies regarding the acceptance of gifts. The second policy is an administrative directive from the City of Virginia Beach which establishes a policy for the acceptance of gifts. Lastly, is the parks and recreation policy regarding the acceptance of gifts and outlines the procedures for depositing the gifts.

Visitor Evaluation: Met Not Met

5.1.3 - Grants Procedures

Standard: Where feasible and appropriate, the agency shall procure regional, state, federal and/or other applicable agency grants to supplement funding through an established

procedure to research, coordinate and implement grant opportunities. Prior to grant procurement, agencies shall evaluate how application, approval, implementation and management processes will be coordinated.

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

Agency Evidence of Compliance: The procedure utilized by the Department of Parks and Recreation to research, coordinate, and implement regional, state, and federal government grants is governed by the provisions of City *Administrative Directive AD 1.05 (Grant Management)* that was executed by the City Manager. The Department of Parks and Recreation considers these funding options to be important supplemental revenue sources that can greatly assist the department with providing quality programs and services, acquiring recreational and open space preservation lands, and the design and construction of capital construction and renovation projects.

The Department of Parks and Recreation *CIP and Program Services Grants Management Process* solicits funding assistance from regional, state, and federal government grants for department capital construction and renovation projects and for recreational programs and services that are provided by the department whenever possible. A summary of all grants that have been received by the department during the past five years has been provided as evidence of compliance in the *Department of Parks and Recreation Summary of Grants Received* document.

Agency Evidence of Compliance Documentation:

[5.1.3 – 1.City Administrative Directive AD 1.05 \(Grant Management\)](#)

[5.1.3 – 2.Department of Parks & Recreation CIP and Program Services Grants Management Process](#)

[5.1.3 – 3.Department of Parks and Recreation Summary of Grants Received](#)

Agency Self Review: MET

Visitor Comments:

The agency provided an administrative directive that outlines the city policy regarding the management of grants, as well as the parks and recreation department's grants process. The last piece of evidence is the summary of grants received listing the project it was used for.

Visitor Evaluation: Met Not Met

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

Standard: Where feasible and appropriate, the agency shall solicit private, corporate, and

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

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

Agency Evidence of Compliance: The procedures utilized by the Department of Parks & Recreation to research, solicit, coordinate, and implement private, corporate and non-profit financial support is governed by the provisions of *City Administrative Directive AD 1.13 (Guidelines for Municipal Sponsorship Opportunities)* that was executed by the City Manager. Similar to governmental grants, the Department of Parks & Recreation considers these funding options to be important supplemental revenue sources that can greatly assist the department with providing quality programs and services, acquiring recreational and open space preservation lands, and the design and construction of capital construction and renovation projects.

In 2004, to establish an effective procedure to facilitate the solicitation and coordination of tax deductible financial contributions to the Department of Parks and Recreation, the department established the Virginia Beach Parks and Recreation Foundation (*Article of Incorporation of Parks and Recreation Foundation*) as a 501C-3 non-profit organization. The foundation is managed by an Executive Board comprised of City business leaders and citizens interested in the advancement and enhancement of the Department of Parks and Recreation. The foundation has several very successful fundraising programs including an annual golf tournament that is held at the Red Wing Lake Municipal Golf Course, a program to recycle ink cartridges and cell phones, and a Bench Buddies Program and Tree Buddies Program where an individual can purchase a bench or tree to be placed in a City park as a remembrance to a family member. As a result of the success of these fundraising programs, the foundation has made generous monetary contributions to the department including the purchase of Automated External Defibrillators to be installed in various City parks, the purchase of beach wheelchairs for the department therapeutic recreation program, and the funding of scholarships for low income youth to participate in department programs.

In addition, the Department of Parks and Recreation has partnered with numerous private, corporate, and non-profit organizations during the past five years to provide supplemental financial support to the department to fund enhanced department programs and services, the acquisition of recreational land, and to construct or replace department facilities. A summation of that financial support for each of the last five years has been provided as evidence of compliance documents.

Agency Evidence of Compliance Documentation:

[5.1.4 – 1.Administrative Directive AD 1.13 \(Guidelines for Municipal Sponsorship Opportunities\)](#)

[5.1.4 – 2.Article of Incorporation of Parks and Recreation Foundation](#)

[5.1.4 – 3.Parks and Recreation Summary of FY17 Sponsorships Received](#)
[5.1.4 – 4.Parks and Recreation Summary of FY16 Sponsorships Received](#)
[5.1.4 – 5.Parks and Recreation Summary of FY15 Sponsorships Received](#)
[5.1.4 – 6.Parks and Recreation Summary of FY14 Sponsorships Received](#)
[5.1.4 – 7.Parks and Recreation Summary of FY13 Sponsorships Received](#)

Agency Self Review: MET

Visitor Comments:

The agency provided the city administrative directive which outlines the policies and procedures for city department’s sponsorship solicitation. Additional evidence submitted included a detailed summary of the past five years’ worth of sponsorship received.

Visitor Evaluation: Met Not Met

5.2 - Fiscal Management Procedures 

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

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

Agency Evidence of Compliance: The established procedures regarding the fiscal management of the Department of Parks and Recreation are governed by the provisions of *City of Virginia Beach Code Chapter 5 (Budget, Etc.)* that was executed by the City Council and *Administrative Directive AD 7.01 (Resource Administration Directive)* that was executed by the City Manager.

Chapter 5 of the City Code was established by the City Council in order to codify the procedures to be followed by the City Council, the City Manager and department Directors regarding: 1) the requirements for the determination of the time period for the City annual operating budget and capital improvement program budget; 2) the procedures to be followed by department Directors and the City Manager to prepare and submit the City annual operating budget and capital improvement program budget to the City Council; 3) the procedures to be followed by the City Council to hold annual budget review workshops and public hearings; and 4) the procedures to be followed by the City Council to adopt a financially balanced City annual operating budget and capital improvement program budget.

Administrative Directive AD 7.01 was established by the City Manager in order to: 1) maintain

the requirements of the City Charter, the City Code, the Annual Operating Budget Appropriation Ordinance, and the Capital Improvement Program Appropriation Ordinance; 2) ensure the financial integrity of the City through the establishment of policies which provide that the appropriation authority granted by the annual operating budget and the Capital Improvement Program appropriation ordinances is not exceeded by any department without prior approval of City Council; 3) provide a framework for responsible expenditure decisions; and 4) maximize the flexibility and accountability of department Directors in responding to the demands of their department missions and in fulfilling their program objectives while adhering to legal and administrative policies.

In accordance with the provisions of Administrative Directive AD 7.01, the Department of Parks and Recreation Director and senior management staff have established procedures to regularly analyze and evaluate all department operating budget and Capital Improvement Program budget revenues and expenditures during the course of each July 1 through June 30 fiscal year. Since Department of Parks and Recreation operates from eight separate fiscal funds and various funding sources, maintaining strict management controls of all financial revenues and expenditures in the department is an operational necessity.

To ensure strict management controls of the financial status of the Department of Parks & Recreation is effectively maintained, during the first six months of each fiscal year, all budget unit managers are required to submit a first quarter and second quarter Reconciliation Financial Report for their budget unit to the Business Systems Division staff for analysis and evaluation. In addition, during the last six months of each fiscal year, all budget unit managers are required to submit a monthly Reconciliation Financial Report for their budget unit to the Business Systems Division staff for analysis and evaluation. All quarterly and monthly *Reconciliation Financial Reports* are required to include budgeted, year to date, and projected end of year revenues and expenditures. The Business Systems Division staff also prepares cumulative departmental financial reports and projections for the review of the department Director on a quarterly basis and an *End of Year Financial Summary Report* that analyses departmental trends and cost recovery rates.

Agency Evidence of Compliance Documentation:

[5.2 – 1.City Code Chapter 5 \(Budget, Etc.\)](#)

[5.2 – 2.Administrative Directive AD 7.01 \(Resource Administration Directive\)](#)

[5.2 – 3.Parks and Recreation Budget Reconciliation Financial Reports](#)

[5.2 – 4.Parks and Recreation End of Fiscal Year Financial Summary Report](#)

Agency Self Review: MET

Visitor Comments:

The agency provided city code and administrative directive that outlines the fiscal authority of the city and department, as well as establishes the procedures for fiscal management of the department. The additional evidence provided included financial reports that showed the department following

the policies and procedures established by the city code.

Visitor Evaluation: Met Not Met

5.2.1 - Authority and Responsibility for Fiscal Management

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

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

Agency Evidence of Compliance: The authority and responsibility of the Director of Parks and Recreation regarding the fiscal management of the Department of Parks and Recreation is governed by the provisions of *Section #24-3 of the City Code* that was executed by the City Council and *Section #4.0 of City Administrative Directive AD 7.01 (Resource Administration Directive)* that was executed by the City Manager.

Section #24-3 of the City Code designates the Director of Parks and Recreation as having the authority for the fiscal management of the department as follows:

“(a): ...the director of parks and recreation is hereby authorized to (i) establish reasonable fees, and (ii) adopt and enforce reasonable policies, procedures, rules and regulations, pertaining to the use of city parks, recreation facilities, and parks and recreation equipment, subject to the approval of the city manager.”

Administrative Directive AD 7.01 was established by the City Manager to ensure the financial integrity of the City through the establishment of policies which provide that the appropriation authority granted by the annual operating budget and the Capital Improvement Program appropriation ordinances is not exceeded without prior approval of the City Council. Section #4.0 (*Responsibility and Authority*) of the administrative directive specifies the fiscal responsibilities and authority granted to the Director of Parks and Recreation and other department Directors. The Directive further explains the procedure of appropriation transfer requests and the *Departmental Authorization Signature Form* that is required for approval.

In addition, the City Finance Department has established *Financial Policies and Controls* to further safeguard assets, financial records and transactions. Annually, the Director of Parks and Recreation must submit a Departmental Authorized Signature Form that updates the list of staff

approvers that are authorized to submit financial documents to the Department of Finance on behalf of the department. The Authorized Signature Form is due to the Finance Comptroller's Division by the first business day in February or whenever it is the department Director's desire to add or remove staff from the ability to approve and submit financial documents to the Department of Finance on behalf of the department. Only staff authorized by the department Director are considered valid approvers for payment vouchers, journal transfers and travel financial transactions. Each authorized signer has the ability to approve and submit to the Department of Finance any of the following financial documents, including:

- Journal Transfers /Journal Transfer Uploads
- Payment Vouchers for Invoice Payments
- Payment Vouchers for Credit Memos
- Payment Vouchers for Travel Advance Requests or Reimbursements
- Vendor Invoices with the Payment Voucher Stamp
- Travel Expense Reimbursement Vouchers
- Grant Financial Reporting and Drawdowns, Grant Reimbursements, Grant Award Funding

Agency Evidence of Compliance Documentation:

[5.2.1 – 1.City Code Section #24-3 \(Parks and Recreation\)](#)

[5.2.1 – 2.Administrative Directive AD 7.01 \(Resource Administrative Directive\)](#)

[5.2.1 – 3.Departmental Authorization Signature Form](#)

[5.2.1 – 4.Financial Policies and Controls](#)

Agency Self Review: **MET**

Visitor Comments:

The agency provided documents outlining the delegation of fiscal responsibility from the County Manager down to the Parks and Recreation Director who has overall responsibility for fiscal management of the agencies budget.

Visitor Evaluation: Met Not Met

5.2.2 - Purchasing Procedures 

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

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

- a. Bidding procedures;
- b. Criteria for the selection of vendors and bidders; and
- c. Procedures for disbursement of petty cash and issuance; and

d. Use of procurement cards, if applicable.

Agency Evidence of Compliance: Written policies and procedures regarding the requisition, bidding, and purchase of all Department of Parks & Recreation equipment and supplies are governed by the provisions of the City Administrative Directive AD 4.08 (*Purchasing and Payment Requirements*) and City Administrative Directive AD 6.09 (*DMBE-Certified Small Businesses, Including Woman and Minority-Owned Businesses, Enhancement Program Small Purchase Procedures*) that was executed by the City Manager.

The *City of Virginia Beach Procurement Manual* is a comprehensive guide for all City agencies regarding City procurement laws, policies, and procedures which is administered by the City Department of Finance/Purchasing Division staff. The manual is intended to assist City agencies in the procurement of quality goods and services at the lowest possible cost while promoting maximum competition and complying with all City and State legal and budgetary requirements. The manual covers the procurement cycle, methods of procurement, various procedures and related information. It clearly defines the policies and procedures for procurement authority and delegated procurement authority. The Department of Finance/Purchasing Division staff works with each City department to determine the most appropriate method of procurement to utilize for the requested item or service. The five established City methods of procurement are: 1) Small Purchases; 2) Competitive Sealed Bids; 3) Competitive Negotiations; 4) Sole Source; and 5) Emergency Purchases. The required procedures to be followed for each of the five procurement methods are quantified in the *Procurement Guide for City Agencies* section of the City Purchasing Manual.

In addition to the Administrative directives concerning purchasing procedures and the City Procurement Manual, the *City Travel and Procurement Card Procedures Manual* provides additional guidelines to streamline the acquisition and payment process for low-dollar-value goods. The City Procurement Card program is in accordance with established procurement regulations and City Travel policy outlined in the City Procurement Manual and in Finance and Purchasing Administrative Directives. The Department of Parks & Recreation has further established additional controls to ensure separation of duties and stewardship expectations including the Department *Pro-Card Review Policy*, the *Pro-Card Internal Control Document*, and the *Small Purchase Policy*. Administrative Directive AD 4.01 (*Administration of Petty Cash and Change Funds*) that was executed by the City Manager, also establishes compliance procedures for the Department of Parks and Recreation to follow regarding the authorization, establishment, and maintenance of petty cash and change funds including appropriate uses, internal control procedures, and security standards.

Agency Evidence of Compliance Documentation:

[5.2.2 – 1.City Administrative Directive AD 4.08 \(*Purchasing and Payment Requirements*\)](#)

[5.2.2 – 2.City Administrative Directive AD 6.09 \(*DMBE-Certified Small Businesses...*\)](#)

[5.2.2 – 3.City Procurement Manual](#)

[5.2.2 – 4.City Travel and Procurement Card Procedures Manual](#)

[5.2.2 – 5.Parks and Recreation Pro-Card Review Policy](#)

[5.2.2 – 6.Parks and Recreation Pro-Card Internal Control Document](#)

[5.2.2 – 7.Parks and Recreation Small Purchase Policy](#)

[5.2.2 – 8.City Administrative Directive AD 4.01 \(Administration of Petty Cash and Change Funds\)](#)

Agency Self Review: MET

Visitor Comments:

The agency provided an administrative directive section as well as the county procurement manual which outlines the purchasing procedures for the agency.

Visitor Evaluation: Met Not Met

5.2.2.1 - Emergency Purchase Procedures

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

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

Agency Evidence of Compliance: Department of Parks and Recreation procedures regarding the emergency purchase or rental of equipment and services are governed by the provisions of *Section 2-215 of the City Code (Emergency Purchases)* and the *City of Virginia Beach Procurement Manual* that is administered by the City Department of Finance/Purchasing Division staff. The procurement manual contains a section regarding the *Five Methods of Procurement* and the fifth method of procurement is the established City procedures regarding emergency purchases in accordance with the provisions of the City Code. In the City procurement manual, an “emergency” is defined as “a situation in which (1) an immediate threat to the public health, safety, or welfare is involved or (2) immediate action is required to protect or preserve public properties without delay.” In accordance with the provisions of the procurement manual and Section 2-215 of the City Code, the City Purchasing Agent is authorized to waive normal purchasing procedures in order to acquire the necessary supplies or contractual services regardless of the amount that are required in order for City staff to effectively respond to an emergency condition. The provisions of the City Code also require that City departments submit a written report to the Purchasing Agent that is signed by the department Director that details the specifics of the emergency.

Agency Evidence of Compliance Documentation:

[5.2.2.1 – 1.City Code Section 2-215 \(Emergency Purchases\)](#)

[5.2.2.1 – 2.City Procurement Manual](#)

Agency Self Review: MET

Visitor Comments:

The agency provided a city code and procurement manual which outlines the emergency purchasing procedure for city departments. This satisfies the evidence to meet this standard.

Visitor Evaluation: Met Not Met

5.3 - Accounting System 

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

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

Agency Evidence of Compliance: The automated accounting system utilized by the Department of Parks & Recreation is the *InSITE* financial database that is utilized by both the City of Virginia Beach and City of Virginia Beach, Public Schools. This decentralized electronic financial system database enhances data collection, facilitates quick automated access to financial information, and allows Department of Parks and Recreation staff to directly enter purchase requisitions, authorize invoice payments, and track itemized encumbrances and expenditures. All financial transactions that originate in the Department of Parks & Recreation are processed and approved by the City Department of Finance staff and each transaction updates *InSITE*, the official accounting and general ledger system of the City. All financial information that is contained within *InSITE* is considered public information that is available to the City Council, City Manager, department Directors, financial institutions, grantors, citizens, media representatives, and others upon request.

The City Comptroller has the authority to prescribe procedures and practices relating to the entry of all financial transactions into the *InSITE* database. Department of Parks & Recreation staff is responsible for ensuring that all applicable procedures relating to department financial transactions are followed in order to ensure the timeliness, accuracy, and integrity of all departmental financial accounts within the *InSITE* database. To ensure the integrity of all department financial accounts is maintained at all times, all Department of Parks & Recreation staff that utilizes the *InSITE* financial system must attend comprehensive training regarding the use of the system and the accounting regulations that govern its use. A City *InSITE Advanced Navigation, Inquiry & Reporting Manual* and a City *InSITE Financials Manual* explain all aspects of the system database including navigation, inquiry, reporting, and purchasing procedures.

Agency Evidence of Compliance Documentation:

[5.3 – 1.City InSITE Advanced Navigation, Inquiry & Reporting Manual](#)

[5.3 – 2.City InSITE Financial Manual](#)

Agency Self Review: MET

Visitor Comments:

The agency provided a description of their accounting software as well as user manuals for their accounting software. This evidence shows compliance with the standard.

Visitor Evaluation: Met Not Met

5.3.1 - Financial Status Reports

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

Suggested Evidence of Compliance: Provide financial status reports for the previous three months. Financial status reports shall include, at a minimum:

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

Agency Evidence of Compliance: The automated accounting system utilized by the Department of Parks and Recreation is the City of Virginia Beach InSITE financial database. The InSITE financial database provides authorized department staff with daily on-line access to an extensive database of Department financial account information pertaining to both the department fiscal year operating budget accounts and the department Capital Improvement Program project accounts. With the City InSITE automated financial database system, authorized department staff can easily generate itemized daily, weekly, monthly, quarterly, or annual automated financial reports of operating budget or capital project appropriations, encumbrances, expenditures, unencumbered balances and revenues at any time as required.

To ensure the financial status of the Department of Parks and Recreation is effectively monitored, during the first six months of each fiscal year, all budget unit managers are required to submit a first quarter and second quarter financial reconciliation report for their budget unit to their division Administrator and the Business Systems Division staff for analysis and evaluation. During the last six months of each fiscal year, all budget unit managers are required to submit monthly financial

reconciliation reports for their budget unit to their division Administrator and the Business Systems Division staff for analysis and evaluation. The Business Systems Division staff also prepares comprehensive quarterly and monthly reports for the department Special Revenue Fund where all department revenues are deposited that operates like a business financial account that needs to be monitored closely.

Agency Evidence of Compliance Documentation:

[5.3.1 – 1.Kempsville Community Recreation Center Monthly Financial Statement](#)

[5.3.1 – 2.Parks and Recreation Special Revenue Fund Monthly Revenue Report](#)

[5.3.1 – 3.Parks and Recreation Special Revenue Fund Reconciliation and Projection Report](#)

[5.3.1 – 4.City InSITE Capital Improvement Program Report](#)

[5.3.1 – 5.Parks and Recreation Active Capital Projects Report](#)

Agency Self Review: MET

Visitor Comments:

The agency provided monthly financial statements from each area of the budget as well as explained their monthly reporting procedures in their description. This evidence shows they meet the standard.

Visitor Evaluation: Met Not Met

5.3.2 - Position Authorization Procedures

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

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

Agency Evidence of Compliance: By direction of the City Council, the position control system for the Department of Parks and Recreation is administered by the City Department of Human Resources, Staffing and Compensation Services Division staff utilizing the City *WAVE Position Control System*, the City *InSite Payroll System*, and the City *GovMax Operating Budget System*. The *InSite Payroll System* is utilized by Department of Parks and Recreation staff to monitor the employment status of all full-time permanent and part-time positions in the department that are authorized in the City operating budget that is approved by City Council each fiscal year. A copy of a Department of Parks and Recreation *InSite Position Share Report* and a *GovMax Position Control Report* have been provided as evidence of compliance documentation.

All positions in the City InSite Payroll System that are authorized for the Department of Parks and Recreation in the City operating budget are assigned a permanent alpha/numeric position control number that serves as a tracking mechanism for all full-time department positions. The position control number is utilized in all three aforementioned automated databases for the effective tracking of each position. The Department of Parks and Recreation, Human Resources Bureau staff also maintains position control for all full-time and part-time positions in the department by utilizing these automated systems. Additionally, the Human Resources Bureau staff tracks all department position vacancies by preparing a department *Monthly Position Vacancy Report*. The Human Resources Bureau staff also works closely with all department managers to ensure the Department of Parks and Recreation does not exceed the total number of full-time position authorizations as approved by the City Council in the City annual fiscal year operating budget.

Agency Evidence of Compliance Documentation:

[5.3.2 – 1.City InSite Position Share Report](#)

[5.3.2 – 2.City GovMax Position Control Report](#)

[5.3.2 – 3.Parks and Recreation Monthly Position Vacancy Report](#)

Agency Self Review: MET

Visitor Comments:

The agency provided a report of their city financial software that shows allocated positions by division within the parks and recreation department. This evidence shows they meet the standard.

Visitor Evaluation: Met Not Met

5.3.3 - Fiscal Control and Monitoring Procedures

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

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

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

Agency Evidence of Compliance: Written procedures regarding the collection, safeguarding, and disbursement of funds by the Department of Parks and Recreation are governed by the provisions

of *Administrative Directive AD 7.01 (Resource Administration Directive)*, *Administrative Directive AD 4.01 (Administration of Petty Cash and Change Funds)* that were executed by the City Manager, and by the Department of Parks and Recreation *Deposit Policy and Procedure*.

Administrative Directive AD 7.01 was established to: 1) Maintain the requirements of the City Charter, the City Code, the City Annual Operating Budget Appropriation Ordinance, and the City Capital Improvement Program Appropriation Ordinance; 2) Ensure the financial integrity of the City through the establishment of City policies which provide that the appropriation authority granted by the City Annual Operating Budget and the City Capital Improvement Program Appropriation Ordinances is not exceeded without prior approval of the City Council; 3) Provide a framework for responsible expenditure decisions; and 4) Maximize the flexibility and accountability of department Directors in responding to the demands of their department mission and in fulfilling their program objectives while adhering to legal and administrative policies. The City requires all financial expenditures and disbursements by the Department of Parks and Recreation to be made through the City Department of Finance. The City Treasurer is the official custodian of all public monies of the City with duties and responsibilities as provided by the provisions of the Virginia State Code.

Administrative Directive AD 4.01 (Administration of Petty Cash and Change Funds) establishes compliance procedures for all City departments regarding the authorization, establishment, and maintenance of petty cash including appropriate uses, internal control procedures, and security standards. The provisions of the directive requires the Department of Parks and Recreation to have a designated custodian for each petty cash fund who is responsible for reconciling the fund on a regular basis, maintaining required records regarding disbursements that have been made from the fund, and replenishing the fund when necessary. The City Department of Finance is responsible for conducting periodic, unannounced audits of petty cash funds and reconciling to the general ledger.

The Department of Parks and Recreation Deposit Policy and Procedure ensures that all department staff complies with established written procedures to deposit collected revenues as endorsed by the City Internal Auditor. The department utilizes the Point of Sale software module to record all revenue transactions for the automated department *ActiveNet* registration system. All Department of Parks and Recreation deposit records are routinely reconciled to bank transaction records and the records of the City Treasurer's Office by the department Business Systems Division staff, the City Department of Finance staff, and the City Internal Auditor Staff.

The Department of Parks and Recreation Cost Recovery Model and Philosophy includes provisions regarding the department program pricing philosophy and pricing tools. In addition, the department Refund Policy and Reduced Pricing Program ensure consistent administration throughout the department and is endorsed by the City Internal Auditor.

Agency Evidence of Compliance Documentation:

[5.3.3 – 1.City Administrative Directive AD 7.01 \(Resource Administration Directive\)](#)

[5.3.3 – 2.City Administrative Directive AD 4.01 \(Administration of Petty Cash and Change](#)

Funds)

[5.3.3 – 3.Parks and Recreation Deposit Policy and Procedure](#)

[5.3.3 – 4.Parks and Recreation Cost Recovery Model and Philosophy](#)

[5.3.3 – 5.Parks and Recreation Refund Policy](#)

[5.3.3 – 6.Parks and Recreation Reduced Pricing Program](#)

Agency Self Review: MET

Visitor Comments:

The agency provided evidence that included their procedures for financial control. The evidence included petty cash funds, deposit policy and procedures, as well refunds. The evidence provided shows the agency meets the standard.

Visitor Evaluation: Met Not Met

5.3.4 - Independent Audit 

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

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

Agency Evidence of Compliance: An independent citywide audit of the fiscal activities of all City departments including the Department of Parks and Recreation is conducted annually by an independent certified public accounting firm selected by the City Council and the results of this auditing process is included in the *City Comprehensive Annual Financial Report* as governed by the provisions of the City Code *Chapter 8 (Financial Administration); Section #8.06 (Annual Audit)*. City Code provisions specify that an independent audit of all City fiscal year financial records be conducted annually at the conclusion of each fiscal year as specified as follows:

“The council shall cause to be made an independent audit of the city’s finances at the end of each fiscal year by the auditor of public accounts of the commonwealth or by a firm of independent certified public accountants to be selected by the council. One copy of the report of such audit shall be always available for public inspection in the office of the city clerk during regular business hours.”

In addition, a supplemental internal audit of all fiscal activities of the Department of Parks and

Recreation is conducted annually by the City Auditor staff. The Office of the City Auditor is an independent appraisal function, responsible for financial, attestation engagements and performance audits of City programs, functions and activities. Other responsibilities include: oversight and management of the City external audit contract; coordination of the City Fraud, Waste and Abuse Prevention and Reporting Program; and technical advisory services. The mission of the Office of the City Auditor is to promote financial accountability in all City operations by providing quality audit services.

Agency Evidence of Compliance Documentation:

[5.3.4 – 1.City FY17 Comprehensive Annual Financial Report](#)

[5.3.4 – 2.City Code Section #8.06 \(Financial Administration - Annual Audit\)](#)

[5.3.4 – 3.City Auditor Annual Report](#)

Agency Self Review: MET

Visitor Comments:

The agency provided the FY17 CAFR, but there were no audit recommendations for the agency to respond to.

Visitor Evaluation: Met Not Met

5.4 - Annual or Biennial Budget ★

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

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

Agency Evidence of Compliance: During the fall of each calendar year, the Department of Parks & Recreation staff develops a proposed department fiscal year *Operating Budget* and proposed *Capital Improvement Program Budget* that begins on July 1st of each calendar year and ends on June 30th of the following calendar year. The final proposed budgets must be submitted by the Director of Parks & Recreation by early December of each calendar year to the City Manager via the City Department of Management Services for their analysis and recommendations to the City Manager for his review and approval.

The Operating Budget submission contains detailed revenue and expense projections for the entire

fiscal year. The Capital Improvement Program Budget submission includes a brief description of each capital project, a six year financing plan, and a project location map if applicable. The City Manager subsequently submits his proposed fiscal year Operating Budget and proposed Capital Improvement Program Budget for the City and the City Schools Division to the City Council by April 1st of each calendar year for the review and approval by the City Council. The City Council is required by the Virginia State Code to approve the final operating budgets and Capital Improvement Program budgets for both the City and City Schools Division no later than May 15th of each calendar year.

Agency Evidence of Compliance Documentation:

[5.4 – 1.FY19 Approved Parks and Recreation Operating Budget](#)

[5.4 – 2.FY19 Approved Parks and Recreation Capital Improvement Program Budget](#)

Agency Self Review: MET

Visitor Comments:

The agency provided both the approved FY19 operating budget and the FY19 CIP budget.

Visitor Evaluation: Met Not Met

5.4.1 - Budget Development Guidelines

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

Suggested Evidence of Compliance: Provide the budget development guidelines.

Agency Evidence of Compliance: The preparation of the Department of Parks and Recreation annual fiscal year operating budget and annual fiscal year Capital Improvement Program budget involves considerable involvement from all department management staff. The process begins in the fall of each calendar year when the Director of Parks and Recreation receives a department *Target Funding Letter* from the Director of Management Services that contains the target funding limits for preparing the department annual Operating Budget and the department Capital Improvement Program Budget. The target funding limits for all City departments is determined by the Department of Management Services staff based on the projected total revenues the City will receive during the budget fiscal year.

All budget unit management staff in the Department of Parks and Recreation receive a copy of the *City Operating Budget Process Manual* and *Capital Improvement Program Budget Process Manual* that provide the policies, procedures, and time frames for the preparation of both the proposed fiscal year Operating Budget and the proposed fiscal year Capital Improvement Program Budget for the department. Budget unit managers in the department are delegated by their respective division administrators with the responsibility of preparing a proposed operating budget for their respective budget units and submitting the proposed budget to their respective division administrator by a specified date for review and consideration. Any full-time or part-time positions or any new proposed programs that cannot be funded within the assigned budget unit “target” appropriation amounts must be requested at the “above current” budget level and be thoroughly justified for funding.

Division administrators in the department are delegated by the Director of Parks and Recreation with the responsibility of preparing a proposed department operating budget and a proposed department Capital Improvement Program Budget including a ranking of above current items for their respective operational divisions and submitting their proposed budget to the Director by a specified date. A team comprised of the department division Administrators and the department Director then reviews and ranks all of the requested above current items in order to determine which requests will be recommended by the Director for funding. A final department proposed Operating Budget and Capital Improvement Program Budget is then finalized and submitted by the department Director to the City Manager and his staff for review and approval.

Agency Evidence of Compliance Documentation:

[5.4.1 – 1.City Department of Management Services Operating Budget Target Funding Letter](#)

[5.4.1 – 2.City Operating Budget Process Manual](#)

[5.4.1 – 3.City Capital Improvement Program Budget Process Manual](#)

Agency Self Review: **MET**

Visitor Comments:

The agency provided the city budget process manual for both operating and CIP budgets. The manual details budget deadline dates as well as vital information used to determine department budgets.

Visitor Evaluation: Met Not Met

5.4.2 - Budget Recommendations

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

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

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

Agency Evidence of Compliance: Every year during the month of October, all Department of Parks & Recreation budget unit managers are required to prepare a proposed operating budget for the following July thru June fiscal year for their respective operational budget units that they manage based on funding availability. A major component of this process is the assessment of both current and future personnel staff needs including the computation of total budget unit salary and benefit costs and related *personnel changes* for the entire proposed fiscal year. During this process, all budget unit managers request continuing appropriations for current services in their Service Level 2 budget submission and all proposed new programs or services must be submitted in their Service Level 3 budget submission. All Service Level 2 and Service Level 3 requests must be associated with a budget issue in the department automated budget database and must include sufficient justification including total costs as well as all related performance measures.

Following the submission of all proposed operating budgets by budget unit managers, each division administrator works with their respective divisional management team to prioritize and rank all budget unit appropriation requests in order to develop a final proposed operating budget for the division that is submitted to the Director of Parks and Recreation for review and approval. The department Director works closely with a department senior management team to rank all program and service appropriation requests from all divisions in the department utilizing components of the department Strategic Plan as well as other City Council and departmental operational priorities. At the conclusion of this extensive ranking process, a final proposed department operating budget is developed by senior department management staff that is submitted by the Director of Parks and Recreation to the City Manager along with an *Operating Budget Letter of Transmittal* that outlines department programs and services that are priorities for funding during the proposed fiscal year. This departmental *ranking of budget issues* is an important component of the proposed operating budget for the department that is utilized by the City Manager to determine the appropriate level of funding for the Department of Parks and Recreation each fiscal year.

Agency Evidence of Compliance Documentation:

[5.4.2 – 1.Parks and Recreation Budget Personnel Changes](#)

[5.4.2 – 2.Parks and Recreation Operating Budget Letter of Transmittal](#)

[5.4.2 – 3.Parks and Recreation Budget Ranking of Issues](#)

Agency Self Review: MET

Visitor Comments:

The agency provided a list of personnel changes in regards to the budget as well as the budget letter transmittal, which outlines the needs for increases in the budget and explains the why the budget increases are needed. The request are based upon the landscape maintenance which is a core part of the parks and recreation department since they provide landscaping services for not only public parks, but also the schools, roadways, and public buildings. This evidence shows compliance with the standard.

Visitor Evaluation: Met Not Met

5.5 - Budget Control Procedures

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

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

Agency Evidence of Compliance: Following approval by the City Council of the annual City operating budget for the upcoming fiscal year, all budget unit managers of the Department of Parks and Recreation have daily access to all financial accounts of the approved fiscal year budget for their respective operational budget unit utilizing the City *GovMax* budget database. All department budget unit managers also have daily on-line access to view the status of all revenue and expenditure financial accounts for their respective budget unit utilizing the City *InSite Revenue Status Report* and *InSite Expenditure Status Report* financial and payroll system database. All department budget unit managers are required to closely monitor the status of all financial accounts in their respective operational budget unit and to submit a quarterly financial report to the department Business Systems Division Administrator that includes fiscal year-end revenue and expenditure projections as well as explanations of any revenue or expenditure variances. The Business Systems Office staff is subsequently responsible for reviewing and verifying all quarterly financial reports to ensure that all department operational budget units do not overspend budget appropriations during the fiscal year. The department Business Systems Division staff is also required to prepare fiscal year *Quarterly Reconciliation/Projection Financial Reports* as well as fiscal year *Annual Cumulative Financial Status Report* that are submitted to the Director of Parks and Recreation for review and approval.

During the fiscal year, the Director of Parks and Recreation and division administrators have regularly scheduled staff meetings to review the department revenue and expenditure status reports that are prepared by the department Business Systems Office staff to ensure that both the department operating budget and department Capital Improvement Program budget are effectively monitored and managed in accordance with the provisions of *Administrative Directive AD 7.01 (Resource Administration Directive), Section #4.0.1 (Responsibility and Authority of Department Directors)* that was executed by the City Manager.

Agency Evidence of Compliance Documentation:

[5.5 – 1.City InSite Revenue Status Report](#)

[5.5 – 2.City InSite Expenditure Report](#)

[5.5 – 3.Parks and Recreation Quarterly Reconciliation/Projection Financial Reports](#)

[5.5 – 4.Parks and Recreation Annual Cumulative Financial Status Report](#)

[5.5 – 5.City Administrative Directive AD 7.01 \(Resource Administrative Directive\)](#)

Agency Self Review: MET

Visitor Comments:

The agency provided the evidence that included revenue/expenditure reports from the city wide financial system, as well as financial status reports. These items are used as part of their process for budget control measures. Their process includes a monthly reconciliation report that is sent to each division director to review and update with expenditure projections to ensure compliance with budget.

Visitor Evaluation: Met Not Met

5.5.1 - Supplemental/Emergency Appropriations Procedures

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

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

Agency Evidence of Compliance: Written procedures regarding the request of supplemental or emergency appropriations and fund transfers by all City departments including the Department of Parks and Recreation are governed by the provisions of Section #3.0, Section #4.0.2 and Section #4.0.3 of City *Administrative Directive AD 7.01 (Resource Administration Directive)* that was executed by the City Manager and is administered by the Department of Management Services staff. The provisions of the administrative directive that govern the request of supplemental or emergency appropriations or fund transfers by the Department of Parks and Recreation are as follows:

“The Department of Management Services is responsible for coordinating the City’s

Resource Management Plan and making recommendations to the City Manager. The Department of Management Services shall act as the City Manager’s designee in the approval of appropriation transfer requests.”

“Authorization is required from the City Manager or his designee to transfer appropriations of up to \$100,000 to or from controlled accounts, between appropriation units, from reserves to contingencies accounts, or between capital projects. Any modification to appropriations within controlled accounts will require submission of a Transfer of Appropriations Form or a Redefinition of Funds Letter to be approved by the Department of Management Services...The Department of Management Services will notify the City Council in writing of approved transfers from \$25,000 to \$100,000 on a monthly basis.”

“City Council approval is required for any transfer that 1) exceeds \$100,000; 2) significantly expands an existing program; 3) initiates a program that was not previously requested in the budget; 4) increases permanent positions; or 5) appropriates new operating budget funds or a new capital project. All departments must follow the City Council agenda process for appropriation transfer requests.”

Agency Evidence of Compliance Documentation:

[5.5.1 – 1.Administrative Directive #AD 7.01 \(Resource Administration Directive\)](#)

Agency Self Review: **MET**

Visitor Comments:

The agency provided an administrative directive which outlines the process for making budget adjustments needed throughout the year. This process varies depending on the amount of the appropriation.

Visitor Evaluation: Met Not Met

5.5.2 - Inventory and Fixed Assets Control

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

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

Agency Evidence of Compliance: Established Procedures regarding the inventory control of all property, equipment, and other assets for all City departments including the Department of Parks and Recreation are governed by the provisions of *Section #2-214.1 of the City Code* that was executed by the City Council and *Administrative Directive AD 6.01 (Asset Disposition)* that was executed by the City Manager and is administered by the City Department of Finance staff.

The provisions of Section #2-214.1 of the City Code specify as follows:

(a)“The purchasing division of the department of finance shall be responsible for the purchase or lease of all goods and the purchase of all services and construction for all city departments and agencies exclusive of the city school system. In addition, the division shall be responsible for the centralized control and disposal of excess, obsolete and salvageable materials and equipment.”

(b)“No officer or employee of the city government has the authority to contract for the procurement of materials, supplies, equipment or services except the city purchasing agent or such employee as may be designated by the city manager or city council.”

The provisions of Administrative Directive AD 6.01 specify as follows:

1.0 Purpose and Need:

“The City of Virginia Beach desires to protect City assets, to optimize its return-on-investment in assets and to maximize assets useful life. The purpose of this directive is to provide guidelines and procedures for the centralized control of the disposition of excess, obsolete, salvageable, or extensively damaged City assets. The assets covered by this directive include: 1) capital assets; 2) non-capital assets with salvage value; and 3) non-capital assets without salvage value.”

2.0 Administrative Directive:

“Department Directors shall be responsible for the maintenance, care, custody, and control of all City assets assigned to their budget units. Further, except as otherwise set forth herein, written authorization from the Department of Finance, Purchasing Division shall be obtained prior to the disposition of City assets.”

3.0 Responsibility and Authority:

“Pursuant to Section 2-214.1 of the Code of the City of Virginia Beach, the Purchasing Division shall be responsible for centralized control and disposal of excess, obsolete and salvageable property of the City. The Purchasing Agent shall be responsible for administration of this directive.”

Agency Evidence of Compliance Documentation:

[5.5.2 – 1.City Code Section 2 \(Purchasing Authority\)](#)

[5.5.2 – 2.Administrative Directive AD 6.01 \(Asset Disposition\)](#)

Agency Self Review: MET

Visitor Comments:

The agency provided two pieces of evidence to support compliance with the standard. They provided city code which deals with acquiring assets for the city as well as an administrative directive which outlines procedures for asset management is handled within the City of Virginia Beach. Both of these items provide a picture of control measures utilized by the City of Virginia Beach Parks and Recreation.

Visitor Evaluation: Met Not Met

**VISITATION REPORT SUMMARY FOR CATEGORY 5.0
(FINANCIAL MANAGEMENT)**

Reviewed By: *Dennis Hodges*

Unmet Standards: *(List the Standard # and Name)*

Provide clarification for all unmet fundamental standards :

6.0 - Programs and Services Management

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

A program is a means to leisure and recreation as well as a vehicle to deliver benefits to participants. High-quality programming is a dynamic process that continues as the recreation experience unfolds. A systematic and well-researched analysis should be completed in determining what programs and services should be provided by the agency. The park and recreation program should be coordinated with related programs of other governmental, for-profit and non-profit organizations in the community, such as schools, voluntary agencies, and churches, to provide maximum coverage with a minimum of duplication, as well as to reduce competition.

The primary responsibility of the park and recreation professional is to provide programs by which leisure and recreation experiences and environments enhance the well-being and quality of life for participants. Certain program and service determinants give direction to what is provided and assessed. These determinants are: conceptual foundations of play, recreation, and leisure; agency philosophy, goals and objectives; constituent interests and desired needs; and community opportunities for the public. Program and service objectives must be benefits-focused. Many agencies put objectives in “SMART” format (specific, measurable, achievable, realistic, and timed) to assure that objectives are measurable and they use logic modeling to focus their objectives on outcomes and impacts.

The recreation programming plan includes all elements and services of the public park and recreation agency’s programming functions including activity selection, type and scope of programs, and outreach initiatives. While related to a master or comprehensive plan, the recreation programming plan shall be an outgrowth of other strategic and program forecasting tools.

Park and recreation agencies should have a program that educates the public about the intrinsic and extrinsic benefits that leisure (time, activity, experience) and participation in self-directed and leader-directed recreation activities provide. It should include the three (3) behavior domains: psychomotor (manipulation and coordination of physical skills and abilities), affective (interests, appreciations, attitudes and values) and cognitive (intellectual skills and abilities).

A leisure education program consists of six (6) components:

1. Awareness of self in leisure;
2. Appreciation of leisure;
3. Understanding self-determination in leisure;
4. Making decisions regarding leisure participation;
5. Knowledge and use of resources for facilitating leisure; and
6. Promoting social interaction.

Examples include:

- Cooperative agreements with local schools to develop classes, workshops or events to inform

children and adolescents of leisure benefits.

- Community presentations regarding leisure benefits at libraries, senior citizen centers, special recreation associations, and at business and industry meetings.
- Distributing a “benefits” CD or website hyperlink to educate, publicize, and inform of agency programs and services through various social media outlets (Facebook, Twitter, etc.) and public cable TV channels.
- Organizing and categorizing agency publications and photos according to the benefits associated with targeted programs and services, e.g., benefits of nature walks for senior populations and benefits of outdoor play for children.
- Marketing and advertising the benefits message in agency telephone messages, employee newsletters, policy manuals, and on staff apparel, facility and vehicle signage.
- Including benefit statements in brochures and program descriptions so that prospective participants will see what they can gain from participating in programs.
- Including the question of “*How have you benefited from this program?*” in program evaluations, causing the participant to reflect on the benefits of the program.
- Including the benefits of programs and services on agency websites and in email/e-blasts, press releases and public service announcements.
- Conducting benefits-based program research studies.
- Conducting and reporting follow-up assessments and data analyses.

6.1 - Recreation Programming Plan

Standard: The agency shall have a recreation programming plan covering 3-5 years that is updated periodically and a current-year implementation plan. The plan shall address all programs and services of the agency’s programming functions, including activity selection, type and scope of programs and outreach initiatives.

Suggested Evidence of Compliance: Provide the current recreation programming plan and describe the update process. This plan shall address how the agency delivers services to persons of all ages and abilities, how it develops program offerings and it shall include the following elements:

- a. Program objectives (6.2);
- b. Program and service statistics (10.5);
- c. Program and service determinants (6.1.1);
- d. Recreation and leisure trends analysis (10.5.1); and
- e. Community inventory (10.5.2).

Agency Evidence of Compliance: The Department of Parks and Recreation offers a diverse scope of recreational programs, activities, and facilities to the residents of the City. Department staff annually perform a comprehensive assessment and planning process to ensure that the recreational needs and desires of City residents drive program delivery. Department management staff reviews short term and long term recreational program goals in order to remain proactive and enable the organization to remain strategic. Demographics, program evaluations, budgetary indicators, and

performance indicators are some of the numerous tools that are utilized by department staff to evaluate programmatic success based on the department vision, mission, community priorities, and guiding principles. All identified gaps in program or service delivery are analyzed and addressed to ensure the delivery of inclusive and universal programming where tiered levels of service exist for the benefit of all individuals. The department Programming and Operations Division staff is responsible for developing the department *Recreation Program Plan* that provides updated information and data, outlines the planning process, and maps out the upcoming five years of recreational program and service initiatives. Components of the department Recreation Program Plan are as follows:

- Vision, Mission, Core Values, Community Priorities, Guiding Principles
- Recreational Programs and Services Revenue and Pricing Philosophy
- Recreational Programs and Operations Structure
- Recreational Programs and Services Determinants
- Recreational Programs and Services Statistics
- Recreational Programs and Services Determinants
- Recreational Leisure Trends Analysis
- Recreational Programs and Services Community Inventory
- Recreational Programs and Services Planning
- Recreational Programs and Services Goals
- Attachments: (Recreation Services Program Planning Cycles (4); Programming and Operations Program Proposal/Evaluation)

Agency Evidence of Compliance Documentation:

[6.1 – 1.Recreation Program Plan](#)

Agency Self Review: MET

Visitor Comments:

The agency provided a comprehensive program plan that is used to ensure quality programs and ensures that every program is meeting the department standards.

Visitor Evaluation: Met Not Met

6.1.1 - Program and Service Determinants

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

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

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

Agency Evidence of Compliance: The Department of Parks and Recreation determines the program and services that will be provided based on: conceptual foundations of play, recreation, and leisure, organizational agency philosophy, mission, vision, goals and objectives, constituent interests and desired needs, creation of a constituent centered culture, experiences desirable for clientele, and community opportunities as follows:

CONCEPTUAL FOUNDATIONS OF PLAY, RECREATION, AND LEISURE:

Out-of-School Time Program: The Department of Parks and Recreation Out-of-School Time Program is offered in all City elementary schools and is committed to providing affordable, accessible, and high quality youth development programs for children ages 3-15 years. Children are offered a variety of daily recreational opportunities during the program including active games, art activities, sports, music, and drama activities. The department has adopted the Search Institutes 40 Developmental Assets framework that provides high quality experiences and relationships that young people need to thrive. This positive youth development approach takes a more holistic view of youth and the power of programs to ensure access to an interrelated range of experiences, relationships, and skills that all youth need to grow up healthy. The Developmental Assets approach intentionally focuses on raising competent and caring young people by supporting both external and internal assets. The *Out-of-School Time Program Parent Handbook* provides the parents with information regarding the structure and value of the program.

Early Childhood Program: The Department of Parks and Recreation state licensed Early Childhood Program is offered at four (4) community recreation centers that are located throughout the City. The program is based on the Early Childhood Environment Rating Scale (ECERS-R) and is designed to offer participants self-directed open play opportunities for substantial portions of the day. Program classrooms and building wings are designed with a variety of interest stations related to play, art, science, nature, language, reasoning, and math and outside play is also offered at every program site. Department staff utilize the Classroom Assessment Scoring System (CLASS) tool to evaluate the effectiveness of each early childhood program site and to assess the effectiveness of interactions between program teachers and children. The tool ensures positive daily interactions with other children and teachers promote the social and cognitive development of all program participants.

New Kempsville Community Recreation Center Aquatics Program: Aquatic facility design trends throughout the country have reflected a major shift in facility amenities and aquatic experiences. The construction of the new 87,000 square foot Kempsville Community Recreation Center Aquatic facility is a continued effort by the Department of Parks and Recreation to respond

to those trends as well as the desire by City residents to have a traditional lap pool. The comprehensive design process for this new, innovative recreational facility included numerous community surveys and meetings to solicit opinions from all City residents especially community recreation center members. With the design of two separate pools, the facility targeted young leisure swimmers as well as aquatic fitness participants and lap swimmers as well as a practice venue for competitive swim programs. As a result of those efforts, the new community recreation center pool amenities include a zero depth entry pool, aqua track, climbing wall, water fort, swim lessons for all ages, exercise fitness stations, water polo, springboard diving, lap swimming, fitness classes, and aquatic party rentals.

ORGANIZATIONAL AGENCY PHILOSOPHY, MISSION, VISION, AND GOALS AND OBJECTIVES:

The Department of Parks and Recreation utilizes the department Recreation Program Plan to ensure the programs and services offered by the department are developed, implemented and evaluated in a consistent manner. The Programming and Operations Division staff also utilizes the department Revenue and Pricing Plan that provides a business minded approach to efficiently manage resources to provide the community with equitable opportunities for diverse services as identified by department community priorities. This plan ensures that a tiered level of service is being offered to ensure that all City residents benefit from a variety of department sponsored programs, services and amenities. The Programming and Operations Division develops and administers department programs and services based on the department vision, mission, core values, community priorities, and a set of guiding principles that include youth development, inclusion, sustainable business practices, and exceptional customer service delivery as follows:

Department Vision:

To be the national leader in providing enriching and memorable lifelong experiences.

Department Mission:

Exceed community expectations in an inclusive, innovative and sustainable manner.

Department Core Values:

Inclusion
Legendary Guest Experience
Innovations
Empowerment
Stewardship

Universal Programming: The Department of Parks and Recreation has developed a set of universal programming standards to ensure all department programs are accessible to all City residents regardless of their abilities and to establish a naturally inclusive environment that accommodates those with varying abilities; to encourage participation in department programs by a diverse population; to support diverse learning styles; and to maximize the utilization of department resources while minimizing operational costs. Each program follows guidelines centered on

consistency, structure, activity, choice, and shared investment in the program. Department staff are trained to create a physical environment and program structure to account for all learning styles as well as design program activities that are safe and fun that also meet program objectives. Department staff continually analyze and evaluate all recreational programming utilizing methodologies such as the *Aquatics Program Universal Programming Assessment Tool Form* to determine specific areas where programming can be enhanced.

Inclusion Support Services: The Department of Parks and Recreation provides inclusion support services to ensure that all City residents are provided opportunities to participate in department sponsored programs in an inclusive environment and that adequate efforts are made by department staff to accommodate all individuals with physical, mental, or emotional barriers.

CONSTITUENT INTERESTS AND DESIRED NEEDS:

The Department of Parks and Recreation utilizes recreation center member and City resident surveys, participant program evaluations, comment cards, e-mails, community meetings, and social media sentiment to determine the recreational facility, programming, and services that are most desired by the community. Recreation center members are surveyed three times each year regarding their membership and a scientific study of community interests and priorities is conducted by a consultant every three to five years. Department staff also solicit continuous feedback from the community through staff attendance at civic league and other community meetings throughout the City as well as guidance received from members of the Parks and Recreation Foundation, Parks and Recreation Commission, Open Space Advisory Committee, and Bikeways and Trails Committee.

CREATION OF A CONSTITUENT CENTERED CULTURE:

Focus Groups: The Department of Parks and Recreation frequently utilizes focus groups in both formal and informal settings to inform City residents regarding ongoing department projects such as capital improvement construction and renovation projects, updates to the department Strategic plan, updates to the department managed Virginia Beach Outdoors Plan, and updates to the department managed Virginia Beach Bikeways and Trails Plan or to solicit customer insight on existing recreational programs and services such as the Out-of-School Time Program. Formal focus groups will always include a neutral moderator and transcription as well as an incentive for participation. One recent example was the *2018 Football Summit Focus Group* that was conducted by the department Sports Management Unit staff that was facilitated by trained facilitators from the City. Focus group participants were asked three questions and a dialogue took place in order to address the current concerns regarding the lack of participation in the youth tackle football programs that are sponsored by City non-profit recreation associations. As a result of this focus group, the department Sports Management Unit staff agreed to begin offering a pilot 7v7 passing football league for age groups U10, U12, U14, & U18 in the spring of 2019 and a pilot flag football program for ages U12 & U 16 in the fall of 2019.

Community Recreation Centers Operating Hours Analysis: The Department of Parks and

Recreation management and professional staff conducted a comprehensive quantitative staff analysis regarding the consideration of changing the operating hours of several community recreation centers due to the additional operating expense that needed to be justified by logistical information. Department staff first solicited resident feedback from a comprehensive membership survey and the positive feedback from the survey resulted in a decision to implement a pilot program to open two (2) of the seven (7) community recreation centers an hour earlier at 5a.m. on weekdays and 8a.m. on Saturdays. Department staff implemented this pilot program for a three month trial period and analyzed the results in an Early Opening Pilot Numbers for Recreation Centers Report. As the result of the pilot program was inconclusive, department staff decided to extend the pilot program thru June 2019 to give more time to collect statistical data to quantify if the earlier opening hours are resulting in increased morning participation.

Drop in Child Care Program: As a result of feedback the Department of Parks and Recreation received from a community survey from community recreation center members and nonmembers, an additional service for drop in child care was implemented in six community recreation centers for children 2-8 years old. The Drop in Child Care Program service is available during designated times Monday through Saturday.

EXPERIENCES DESIRABLE FOR CLIENTELE:

Participant Needs Assessment Surveys: The Department of Parks and Recreation frequently engages with community recreation center members and recreation program participants to ensure the opportunities that the department provides for fitness, play, and leisure meet the desires of our community. All recreation program participants have an opportunity to provide feedback at the conclusion of each program and department staff regularly monitor program success rates to ensure the programming offered is appealing to the community. All programs that are not successful are divested and successful programs are expanded wherever possible and department staff constantly research program trends in their areas of expertise as well as engage other recreation professionals via conferences, committees, and professional forums such as NRPA Connect to bring new and exciting programs and facilities to the City. Department staff also conduct an annual competitive analysis to ensure that department programs and services are complimentary to those available in the private sector. The department recently constructed a new 87,000 square foot community recreation center that was designed based on community interests and the latest industry trends in aquatics, fitness, play, recreation, and leisure. The department also published a 2018 Strategic Plan with components based on the attitudes and interests of City residents that were solicited in a strategic planning community survey. During the summer of 2017, the department retained the consultant firm of ETC Institute to administer a needs assessment survey of City residents. The survey was administered as part of the efforts by the department to establish priorities for indoor and outdoor recreational opportunities for residents. The survey results will guide the department in taking a strategic approach to making decisions that will enrich the future of the community. The survey results were made available to all department staff at the completion of the survey and were compiled in the *2017 Needs Assessment Survey Report*.

Play It Fair Program: The Department of Parks and Recreation Play It Fair Program is a

curriculum that was developed by the human rights organization Equitas. The activities utilized by department Inclusion Program staff are designed to promote the regular practice of values such as respect for diversity, inclusion, and acceptance. Helping children and youth incorporate these values into their behaviors and attitudes is a concrete way to prevent discrimination. The activities in the program also provide children with the opportunity to develop practical skills for dealing with discrimination. Children learn how to recognize discriminatory behaviors and attitudes and to propose solutions that are more inclusive and respectful of diversity. The positive values and attitudes that children develop through the program activities will hopefully accompany them into adulthood and this helps to build a society that is more respectful of human rights.

COMMUNITY OPPORTUNITIES:

The Department of Parks and Recreation works with various City agencies, boards, commissions, faith institutions, and citizen groups in an effort to identify and serve the needs of the community. These partnerships enable the department to expand our impact, especially in low income communities. Examples of these collaborative community opportunity partnerships include but are not necessarily limited to the following:

Enoch Baptist Church Summer Camp: The Department of Parks and Recreation administers the contract for Enoch Baptist Church to operate a nine (9) week community based summer camp for 110 Western Bayside District youth residents. The curriculum includes an emphasis on the 40 Developmental Assets that is the youth development framework adopted by the department.

Cape Henry Collegiate School Swim Lessons Program: Each school year, the Department of Parks and Recreation sponsors an aquatics learn to swim program twice a week on Tuesday and Thursday at the City Seatack Community Recreation Center for approximately 30-40 youth participants attending Cape Henry Collegiate School. During the program, department Aquatics program staff instruct the students in basic water safety skills through activities and water safety drills.

Back to School Bash Program: The Back to School Bash Program is a partnership between the Department of Parks and Recreation and the City Police Department. During the fall of each calendar year, the departments co-sponsor a basketball game at the Seatack Community Recreation Center between the Police Community Policing Unit staff and a group of at risk youth. The game is aimed at improving relations between the Police Department and local youth with a local restaurant providing free food after the game.

Camp Wannagoagain Program: The Department of Parks and Recreation Camp Wannagoagain Program is a camp for children with Autism that uses the pool at the Seatack Community Recreation Center. The group includes approximately 30 participants 10 or 15 with autism, 10 non-disabled peers for role modeling, and 10 adult counselors.

Anchor Club Program: The Department of Parks and Recreation Anchor Club Program is held two days a week at the Seatack Community Recreation Center and an area United Methodist Church. Many of the youth who attend the program live in shared housing or motels at the

oceanfront and their parents work full time and are unable to be home in the afternoon to help with homework. Program teachers assist program participants with completing their homework assignments and recreation activities conducted by department staff facilitate program participants to develop physically, socially, mentally, and spiritually so they can have a positive impact in their community.

Western Bayside Community Day: The Department of Parks and Recreation participates with local area churches and other agencies to provide a one day event that targets City residents who reside in the Western Bayside District of the City. The event provides activities for young people and provides school supplies to those who attend. Department staff provide information on the available amenities and resources that are offered by the department as well as logistical support and equipment request for all activities during the event.

From One Hand to Another Program: The Department of Parks and Recreation From One Hand to Another Program provides science, technology, engineering, arts, and math instructional programming for at risk youth who attend several City elementary and middle schools. Department staff provide program support by making community recreation center amenities and resources available to the youth who participate in the program free of charge.

Mayor's Youth Leaders in Action Program (MYLA): The Mayor's Youth Leaders in Action Program that is co-sponsored by the Department of Parks and Recreation, is a group of socially, economically and ethnically diverse middle and high school youth from across the City. The group was created with the belief that young people, if given the opportunity, could be meaningfully and successfully involved in making and impacting decisions that affect their lives. This youth led program exists to be a positive force in the community through leadership, service, education, and representation. MYLA educates and informs communities that youth are willing and able to have a positive impact by actively participating in civic service by identifying, representing, and communicating the views of City youth. This is accomplished by developing and utilizing leadership skills through various projects, events, and serving on adult committees and boards. Members of MYLA serve on the City Parks and Recreation Commission, Mayor's Action Challenge Committee, Youth Community Action Team Coalition, Sister Cities Board, Green Run Community Leaders Committee, and the Western Bayside Community Leaders Committee. Members also attend monthly City Council meetings and School Board meetings. The MYLA Program is linked to a broader vision of a community where City youth are active participants with adults in the decision making process.

Summer Youth Employment Program: The Summer Youth Employment Program that is co-sponsored by the Department of Parks and Recreation, provides jobs and workplace readiness skills to young people ages 16-21, many of whom often lack the skills and work experience required to obtain employment and succeed in the workplace. Following their participation in the program, young people can include work experience and practical skills on their resumes. Participants have an opportunity to develop soft and hard skills, set career goals, earn income, network with local professionals, and learn more about the City community. This seven (7) week program also includes a financial literacy curriculum to assist participants in developing good

money management habits at an early age, something most school education programs lack. The program also benefits the community by helping local organizations recruit new staff and fill the need for a seasonal workforce for entry level positions while developing the workforce in the City.

Agency Evidence of Compliance Documentation:

[6.1.1 – 1.Out-of-School Time Program Parent Handbook](#)

[6.1.1 – 2.Aquatics Program Universal Programming Assessment Tool Form](#)

[6.1.1 – 3.2018 Football Summit Focus Group](#)

[6.1.1 – 4.2017 Needs Assessment Survey Report](#)

Agency Self Review: **MET**

Visitor Comments:

The agency provided evidence that shows the process they use to determine program offerings. They use feedback from the community through surveys and focus groups, as well as needs assessment survey. All these tools together ensure that they are delivering programs to their community align with community wants and meets the mission and values of the department.

Visitor Evaluation: Met Not Met

6.1.2 - Participant Involvement

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

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

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

Agency Evidence of Compliance: The Department of Parks and Recreation involves the general public as well as program participants in the planning, development and implementation of department programs, services, and facilities. Additionally advisory committees are utilized to help sponsor activities and recommend policies. Some of the methodologies utilized by department staff to ensure participant involvement in the development of programs and services include but are not limited to the following:

Mayor’s Youth Leaders in Action Program (MYLA): The Department of Parks and Recreation MYLA Program is a citywide youth leadership program that is comprised of socially, economically, and ethnically diverse middle and high school students from across the City. The

mission of MYLA is to be a positive force in the community through leadership, service, education, and representation. The MYLA Program educates and informs communities that youth are willing and able to have a positive impact by actively participating in civic service by identifying, representing, and communicating the views of City of Virginia Beach youth. MYLA is linked to a broader vision of a community where young people are at the table in collaboration with adults making decisions. This objective is accomplished by developing and utilizing leadership skills through projects, events, and serving on adult committees and boards. Members of MYLA serve on the City of Virginia Beach Parks and Recreation Commission, Unity Team, Mayor's Action Challenge Committee, Extension Leadership Council, Green Run Community Leaders Committee, Lake Edwards Civic League Committee, Sister Cities Board, Children of the King Daughter's Committee, and the Youth Community Action Team. A *MYLA Program Brochure* is utilized by the Department of Parks and Recreation to solicit new members to join the program.

Bullying Prevention Program: The Department of Parks and Recreation Bullying Prevention Program was developed with participation by youth leaders of the MYLA Program. The program is presented by MYLA members and has been utilized at department Out-of-School-Time Program afterschool and summer sites as well as the department summer Safety Camp. Topics covered in the program include identifying the players involved in bullying, steps to take now to prevent bullying, ideas to stop bullying, and bullying statistics.

Out of School Time Volunteers Program: The Department of Parks and Recreation Out-of-School Time Volunteers Program utilizes teen volunteers ages 14 – 18 years old during the summer and school year to lead activities and assist department staff with youth programs and special events that are sponsored by the department. Youth volunteers who apply for the program are required to go through an interview process and attend orientation training as well as the summer staff in-service training. Each summer approximately 60 youth volunteers are utilized at various locations to participate in the site programming and leading of activities with the children. Many of the youth volunteers have attended the department youth programs as children and then go on to apply for employment once they are 18 years of age. A paid Activity Aid position was recently established to encourage and groom participants to enter the work force.

Community Needs Assessment Surveys: In 2006 and 2012, the Department of Parks and Recreation contracted with the consultant research firm of Leisure Vision that specializes in the analysis of the parks and recreation industry, to conduct a Community Needs Assessment Survey. In 2017, the department contracted with the consultant research firm of ETC Institute to conduct the survey. Over 930 families who live in various communities throughout the City completed the *2017 Parks and Recreation Community Needs Assessment Survey*. Department staff have utilized the results of these invaluable community surveys to identify and monitor recreational trends throughout the City in order to ensure that department managed facilities, programs, and services continue to satisfy the recreational needs of our dynamic community.

Program Accommodation Planning: When developing an individualized program accommodation, the Department of Parks and Recreation Service Standards Program staff involves the participant or guardian who then becomes a part of the accommodation team to

guarantee that the needs of the individual are being satisfied. The participant and/or guardian works along with a department Inclusion Specialist and the program supervisor to ensure the most comprehensive *Accommodation Plan Master* is developed, implemented, and evaluated. The use of evaluations, both internal to the program staff and external to the participants, greatly assist department staff to access the accommodation process and make accommodation adjustments accordingly based on the feedback.

Virginia Beach Adult & Youth Athletic Leagues & Associations: Department of Parks and Recreation staff coordinates fourteen (14) volunteer youth athletic leagues and associations that have been established throughout the City. The department provides training for all coaches, criminal background checks for coaches, program orientations, evaluation sessions, school and athletic field usage reservation coordination, game umpires and officials, and an incident appeals board. All other responsibilities are governed by the athletic leagues and associations themselves and all net revenues are reinvested into the community. A Recreation Association Steering Committee was formed to provide guidance and leadership to the Department of Parks and Recreation youth leagues. The steering committee is comprised of dedicated volunteers in the City community recreation associations as well as staff from the department City-Wide Athletics Bureau. The goal is to establish a youth sports program based on child and youth development utilizing the National Standards for Youth Sports and Recommendations for Communities from the National Alliance for Youth Sports. Ultimately, the aim is to provide a safe, positive, and fun sports experience for all participants.

Virginia Beach Parks and Recreation Commission: The Parks and Recreation Commission is a citizen volunteer advisory group to the City Council, City Manager, and Director of Parks and Recreation. The commission serves as a sounding board by holding monthly public meetings and exercising influence throughout the City to improve and expand recreational opportunities throughout the City. All monthly commission meetings that are coordinated by the Department of Parks and Recreation are documented by written *Parks and Recreation Commission Meeting Minutes*.

Virginia Beach Bikeways and Trails Advisory Committee: The Bikeways and Trails Advisory Committee is a citizen volunteer advisory group to the City Council, City Manager, and Director of Parks and Recreation. The mission of the committee is to serve in an advisory capacity regarding the implementation of the City Bikeways and Trails Plan that was developed by the Department of Parks and Recreation. The Bikeways and Trails Advisory Committee also facilitates the timely construction of bicycle facilities and trails in accordance with established City facility priorities and promotes a balanced approach between and among the interest of various trail users, and provides a forum for continued citizen input in the department planning and programming of future bicycle facilities and trails. All Bikeways and Trails Advisory Committee meetings are documented by written *Bikeways and Trails Advisory Committee Meeting Minutes*.

Virginia Beach Open Space Advisory Committee: The Open Space Advisory Committee is a citizen volunteer advisory group to the City Council whose mission is to research and evaluate undeveloped properties throughout the City for possible acquisition to preserve as open space.

Many of the properties that have been evaluated by the Committee were identified in the 2000 edition of the Virginia Beach Outdoors Plan that was developed by the Department of Parks and Recreation. Citizens and community groups have also brought numerous other properties to the attention of the committee for possible acquisition to preserve as open space. The Open Space Advisory Committee reports to the Parks and Recreation Commission and to the City Council and their monthly meetings are documented by written *Open Space Advisory Committee Meeting Minutes*.

Forever Young Program Focus Groups: Department of Parks and Recreation staff meet monthly with senior aged program participants in the department Forever Young Program at each of the seven community recreation centers where the program is conducted by department staff. The purpose of the monthly meetings is to discuss the services and programs that are currently being offered for senior citizens as well as address needs not being identified and filled by the department. Senior citizens who have participated in the focus groups have worked with staff to define four major areas for programming that are physical, mental, social, and environmental. This feedback from program participants has been utilized by department staff to establish consistent programming in the Forever Young Program at all of the seven community recreation centers.

Department of Parks and Recreation Master Planning Public Meetings: All park master plans developed by Department of Parks and Recreation staff include several public information meetings conducted by department staff that includes a display of the project design plans and other documents related to the project as well as a survey for meeting participants to complete to provide their comments regarding the project. Public meeting notices are always advertised in area newspapers and notices of public meetings are sent to established area civic leagues to encourage participation in the master planning process by City residents. A recent example of this process is the *Kempsville Recreation Center Replacement Project Input Flyer*. All master planning public meetings are conducted in public buildings as close to the actual project site as possible. During the public meetings, department staff present a PowerPoint briefing regarding the scope of the project and are available after the briefing to answer questions and provide additional information to meeting participants.

Fitness and Athletics Programs: The Department of Parks and Recreation regularly seeks input from program participants regarding the fitness and athletic programs that are offered by the department in the seven community recreation centers. Following the completion of each program session, the department emails surveys to all program participants requesting feedback pertaining to the times of the program, the structure, the fees, and the facility or equipment utilized by the program. This invaluable customer feedback is considered when the subsequent sessions of the program are planned and when creating the seasonal program schedule. Adult sports participants are also surveyed to assist department staff in developing efficient operations of sports programs and program participants also email recommendations through the department online e-mail address fun@vb.gov. When feedback is received, department staff often contact program participants to discuss their comments and recommendations. This initiative ensures that department staff are doing everything possible to ensure that the programs offered by the department are satisfying the recreational needs of our program participants.

Aquatics Program: Department of Parks and Recreation Aquatics Program staff recruit and train stroke and turn officials for the department Aquatics Swim League Program. Staff also meet with them prior to the season, view officiating videos, discuss disqualifications, and provide shadow training and feedback throughout the season. These parents are able to officiate the 24 swim meets and the department could not operate the Aquatics Program without them. Many volunteer positions are available to assist with programs and services as demonstrated by an *Aquatics Program Volunteer Jobs List*.

Agency Evidence of Compliance Documentation:

[6.1.2 – 1. Mayor’s Youth Leaders in Action \(MYLA\) Program Brochure](#)

[6.1.2 – 2. 2017 Parks and Recreation Community Needs Assessment Survey](#)

[6.1.2 – 3. Accommodation Plan Master](#)

[6.1.2 – 4. Parks and Recreation Commission Meeting Minutes](#)

[6.1.2 – 5. Bikeways and Trails Advisory Committee Meeting Minutes](#)

[6.1.2 – 6. Open Space Advisory Committee Meeting Minutes](#)

[6.1.2 – 7. Kempsville Recreation Center Replacement Project Input Flyer](#)

[6.1.2 – 8. Aquatics Program Volunteer Jobs List](#)

Agency Self Review: **MET**

Visitor Comments:

The agency utilizes a variety of resources to receive input from participants. The evidence provided included needs assessment surveys, meeting minutes from advisory committees, as well as feedback from the MYLA program. This evidence provides proof they meet this standard.

Visitor Evaluation: Met Not Met

6.1.3 - Self-Directed Programs and Services

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

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

Agency Evidence of Compliance: The Department of Parks and Recreation provides numerous self-directed recreational opportunities for citizens to recreate under general supervision. Examples include but are not limited to the following:

Community Recreation Center Facilities: The seven Department of Parks and Recreation managed City community recreation centers that are promoted by a *Community Recreation Centers Membership Brochure*, provide a variety of weight rooms and group fitness rooms and equipment including gymnasiums, basketball courts, racquetball courts, youth and adult game rooms, and indoor 25-meter swimming pools. In addition to open swim, open gym, and drop-in cardio and weight room areas, self-directed programs offered by the department include: bridge, canasta, mahjong, table tennis, adult craft programs, social groups, board games, shuffleboard, badminton and pickleball.

Aquatics Programs: The Department of Parks and Recreation Aquatics Program that is promoted by an *Aquatics Program Monthly Schedule Flyer* for each recreation center that are posted on the department web site, provides self-directed swimming opportunities in the 25 meter indoor swimming pools at the department's seven community recreation centers such as recreational swimming, lap swimming, fitness aqua track, inflatable float day, climbing walls, and movie nights.

Lynnhaven Municipal Marina: The Department of Parks and Recreation managed City municipal motorized boat marina facility provides an annual lease for fifty boat slips for recreational and commercial use. This facility also provides short term transient dockage for out of town boaters and encourages the utilization of the Chesapeake Bay and Atlantic Ocean area waterways for recreational activities.

Park Facilities: There are over 250 Department of Parks and Recreation managed City municipal parks that are located throughout the City that provide outdoor recreational opportunities such as walking and jogging trails, playgrounds, disc golf courses, skate parks, motorized boat launch, non-motorized canoe and kayak launches, fishing pier, lifeguard protected swimming and surfing beaches, dog parks, athletic fields, tennis courts, and picnic shelters.

Department Sponsored Special Events: Department of Parks and Recreation staff plan and manage numerous City special events each year that are free for the public to attend. The events include but are not limited to Movie Night Films, Cherry Blossom Festival, July 4th Celebration, Concerts in the Park, Santa's Stocking, Old Fashioned Craft Bazaar, and Earth Day Celebration. All of these special events are promoted by *Special Events Posters* that are posted at all department managed City facilities, City public libraries, and on the department web site as well as promoted by local newspaper and radio media.

Outdoor & Environmental Programs: The Department of Parks and Recreation co-sponsors numerous outdoor and environmental programs that encourage environmental responsibility such as the Clean the Bay Day Program and the Adopt-a-Program. The Clean the Bay Day Program is a one day event where groups do organized cleanings of trash and other debris in targeted areas such as lakes and beaches. The Adopt-a-Program is an ongoing program where individuals and groups can adopt a public area such as a park, highway, street, trail, or waterway to keep litter free. The Adopt-a-Program is promoted by an *Adopt-a-Program Brochure* that is posted at all

department managed City facilities, City public libraries, and on the department web site. The department also manages a Tree Buddies Program and a Bench Buddies Program where residents can pay for the cost of dedicating the installation of a bench or tree in a specified area of a park designated by the department.

Grommet Island ADA Park Facility: Through a partnership with a local non-profit organization, Department of Parks and Recreation staff designed and constructed a fully ADA accessible playground that is accessible to individuals of all abilities. This unique playground facility is maintained by department staff and is extremely popular because it offers recreational amenities in the Rudee Inlet geographic area of the City that is adjacent to the Atlantic oceanfront beach.

Agency Evidence of Compliance Documentation:

[6.1.3 – 1.Community Recreation Centers Membership Brochure](#)

[6.1.3 – 2.Aquatics Program Monthly Schedule Flyer](#)

[6.1.3 – 3.Special Events Posters](#)

[6.1.3 – 4.Adopt-a-Program Brochure](#)

Agency Self Review: MET

Visitor Comments:

The agency provided brochures and flyers from their self-directed programs, and several self-directed programs were verified through site visits.

Visitor Evaluation: Met Not Met

6.1.4 - Leader-Directed Programs and Services

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

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

Agency Evidence of Compliance: The Department of Parks and Recreation currently offers 398 *Leader Directed Programs and Services* including events, programs, and classes for citizens under the direct leadership and instruction of department staff or contracted instructors. Some examples of leader directed programs and services opportunities that are offered by the department include but are not limited to the following:

Group Fitness Classes: This program offers organized classes in such areas as Aquatics, Mind and Body, Wellness, and Group Fitness that are either drop in or pre-registered for a variety of ages. Personal and small group fitness training is also available.

Silver Sneakers Program: This program is a wellness and exercise program specifically targeted for senior adults who need modified workouts and fitness.

Fitness Events: Events such as Les Mills Launch Weeks, Decades of Dance, Yin Yoga Event, and Teen Fitness Dance Nights are offered. Each event offers patrons an opportunity to sample fitness classes for free under the direction of certified instructors.

Outdoor & Environmental Special Events: These events such as the Winter Wildlife Festival offer a variety of educational workshops, excursions, natural area tours, and lectures.

Outdoor & Environmental Classes: These events offer organized classes in such areas as kayaking, fishing, trail hikes, owl prowls, archery, and exploring the City parks system.

Aquatics Program: This program offers American Red Cross Learn to Swim classes for ages 5 and up, preschool swim lessons, private swim lessons, adult swim lessons, competitive aquatic leagues, stroke clinics, and advanced water safety classes including Basic Water Rescue, Junior Lifeguard, Junior Water Safety Instructor, Water Safety Instructor, and Lifeguarding Instructor.

Therapeutic Recreation Program: This program targeted for children, teens, and adults with disabilities offers activities such as the Champions After School Program, Around Town 1, 2, 3 & 4, Learn to Swim, Adult Swim, Ability Builders Program, Outdoor Challenge Series, For the Love of Food, Sensational Gardening, Surf-n-Fun, and summer camp programs including Camp Explore, New Ventures, and Junior Ventures.

Out-of-School Time Program: This program offers Before School, After School, and all day recreation programs for youth aged 3–15 years old that is conducted in City elementary and middle schools and community recreation centers. A Summer Camp program is also offered in community recreation centers and school facilities during the summer months.

Athletic Program: This program offers adult basketball, adult soccer, youth sports camps, pickleball leagues and tournaments, and co-ed volleyball tournaments.

Forever Young Centers: This program is targeted for older adults that support physical, intellectual, outdoor and social needs. Activities include Bingo Exchange, local day trips, luncheons, guest speakers, fitness activities, and holiday parties.

Preschool Program: This program is targeted for pre-school aged children with working parents that is directed by the department Out of School Time Unit staff.

Community Recreation Center Special Events: These special events that are directed by

community recreation center staff include Santa's Stocking, Ghoulapalooza, Aloha Back to School Festival, Bow Creek Block Party, Touch a Truck, Seatack Community Day, and Family Fun Nights, Dance Classes, Martial Arts Classes, Parents Night Out, Paint Nights, Family Craft Nights, Teen Movie Nights, and Teen Basketball Tournaments.

Agency Evidence of Compliance Documentation:

[6.1.4 – 1.List of Leader Directed Programs and Services](#)

Agency Self Review: MET

Visitor Comments:

The agency provided a comprehensive list of leader directed programs and services, and we were able to observe leader directed programs during our site visits.

Visitor Evaluation: Met Not Met

6.1.5 - Facilitated Programs and Services

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

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

Agency Evidence of Compliance: The Department of Parks and Recreation provides numerous facilitated programs and services to independent groups to assist them with becoming independent. These specialized recreation opportunities and services include but are not limited to the following:

Sponsored Independent Recreation Associations: The Department of Parks and Recreation partners with volunteer youth recreation associations that facilitate athletic leagues for youth ages 9 & under. The department provides both indoor and outdoor athletic facilities for scheduled practices and games that include both lighted and unlighted athletic fields and also performs background investigations for all coaches in the sponsored recreation associations. The administration of these sponsorships by department staff is governed by the provisions of the *Parks and Recreation Field Allocation Policy*.

Sponsored Independent Youth Sports Organizations: The Department of Parks and Recreation partners with numerous non-profit youth sports organizations to provide athletic fields for scheduled team practices and games at City parks managed by the department and City elementary schools for baseball, softball, lacrosse, soccer, and tackle football leagues. An example of this type of partnership is the City Land Lease between the City and Green Run Little League, Inc. that is administered by department staff. Similar leases of City property are administered by department staff for Great Neck Baseball League Inc., Virginia Beach Little League Inc., Plaza Little League Inc., Kempsville Baseball League Inc., Lynnhaven Baseball League Inc., Princess Anne Little League Inc., and the Hampton Roads Soccer League.

Varsity Golf Partnership with City Public Schools: The Department of Parks and Recreation partners with the City Public Schools to provide municipal golf courses for City high school varsity golf teams for team practices and competitive high school team matches. This partnership is documented by a *Memorandum of Agreement for Facility Use and Maintenance by the School Board and the City*.

Aquatics Program Partnership with City Public Schools: The Department of Parks and Recreation partners with the City Public Schools to provide a 25-meter competitive swimming pool that is utilized for competitive swim and diving team competitions for the eleven City high school varsity swimming and diving teams comprised of over 450 student athletes at seven community recreation center facilities that are managed by the department. Department of Parks and Recreation staff supports the swimming and diving teams by setting up competitive equipment, providing lifeguards during practices and competitions, supervising events, and providing additional room space in the recreation center facilities during large regional and state competitions. Department aquatic facilities are also available for private group rentals such as the Boy Scouts of America.

Therapeutic Recreation Programs: The Department of Parks and Recreation partners with non-profit organizations such as Citizens Loving All Special People Inc. (CLASP) and the Virginia Sun Wheelers Inc. to provide facility space in the community recreation centers for their organizational programs and events.

Kids Cafe Summer Feeding Services Program: The Department of Parks and Recreation partners with the United States Department of Agriculture and the Foodbank of Southeastern Virginia organization to provide balanced meals at the Seatack Community Recreation Center for qualifying youth age 5-18 during scheduled times in the summer.

Boy Scouts of America and Girl Scouts of America: The Department of Parks and Recreation partners with local Boy Scouts of America and Girl Scouts of America organizations to provide opportunities for completion of service merit badge projects within the City parks system that range from building fences, foot bridges, renovation and landscaping of plant beds, and trail construction.

Agency Evidence of Compliance Documentation:

[6.1.5 - 1.Virginia Beach Parks and Recreation Field Allocation Policy](#)

[6.1.5 - 2.Lease between the City and Green Run Little League, Inc.](#)

[6.1.5 - 3.City and City Public Schools Memorandum of Agreement for Facility Use and Maintenance](#)

Agency Self Review: MET

Visitor Comments:

The agency provided examples of facilitated programs as well as the MOU for facility usage between the public schools and parks and recreation, as well as the lease agreement of a local volunteer youth association that provides baseball to the community.

Visitor Evaluation: Met Not Met

6.1.6 - Cooperative Programming

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

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

Agency Evidence of Compliance: The Department of Parks and Recreation facilitates cooperative recreational programming whenever possible with numerous public, non-profit, and commercial agency partners throughout the Virginia Beach community. These agencies include Virginia Beach City Public Schools, Virginia Beach Public Libraries, the Virginia Department of Health, First Landing Virginia State Park, Back Bay National Wildlife Refuge, state colleges and universities such as Old Dominion University, Norfolk State University, Tidewater Community College, faith related organizations, and numerous commercial agencies. A variety of cooperative programming is offered in Department of Parks and Recreation managed City recreational facilities and by department sponsored recreational programs and services. Some examples of cooperative programming that is coordinated by Department of Parks and Recreation staff include but are not limited to the following:

Project HOPE Anchor Club Program: The Department of Parks and Recreation Seatack Community Recreation Center partners with Project HOPE, the Foodbank of Southeastern Virginia, City Public Schools Transportation Services, United Methodist Church, and W.T. Cooke Elementary School to co-sponsor the Anchor Club Program which is an after school program that targets homeless students who reside in hotels and motels that are located in the City Oceanfront geographical area who attend nearby W.T. Cooke Elementary School. In support of the Anchor

Club Program, a coalition of City, school, and community agencies provide needed services to this marginalized population. Through Project HOPE, children receive no-cost, supervised after school care, homework assistance, access to a recreation center, cultural programming, and hot nutritional meals. Additionally, the families of these students benefit from interventions and referrals to community resources by a City Public Schools social worker. Youth from City middle schools and scout troops also work together to meet the needs of the participants. The Anchor Club Program promotes safety, self-esteem, confidence, and improved academic performance that helps to “anchor” students for a lifetime of success.

Summer Food Services Program: The Summer Food Services Program (SFSP) is a national program administered by the Food and Nutrition Service, an agency of the United States Department of Agriculture. In the City of Virginia Beach, the SFSP Program is sponsored by the Food Bank of Southeastern Virginia and the Department of Parks and Recreation. The SFSP Program helps ensure that low income children ages four (4) through eighteen (18) continue to receive nutritious free meals and snacks throughout the summer while public school is out of session. Meals and snacks are also available to individuals participating in public school programs who are over age eighteen (18) with disabilities. The SFSP Program sites are conveniently located in low income neighborhoods so participating children can easily walk or bicycle to the program sites during the summer. Eligible children who request a meal do not need to purchase a day pass, membership, or be enrolled in an activity program at the SFSP Program sites providing meals. The Department of Parks and Recreation Seatack Community Recreation Center staff coordinates the SFSP Program at the recreation center by preparing daily meals and snacks for the drop-in children in the Seatack geographical area of the City.

Kids Café Program: The Kids Café Program is a national after school child care program that offers nutritious evening meals to hungry children ages four (4) through eighteen (18). The Kids Café Program is coordinated in the City by the Foodbank of Southeastern Virginia and the Department of Parks and Recreation as documented by a *Kids Café & SFSP Agreement*. In addition, the Kids Café Program is a place where children ages four (4) through eighteen (18) can enjoy recreational activities, tutoring, educational programs, supportive role models, and develop positive peer to peer friendships while in a safe environment. The Department of Parks and Recreation Seatack Community Recreation Center staff coordinates the Foodbank Kids Café Program at the recreation center by preparing daily meals at the center year round and the Anchor Club Program after school from October through April.

Out-of-School Time Before School, After School, and School Break Child Care Programs: The Department of Parks and Recreation Out-of-School Time Programs represent a cooperative partnership between the department and City Public Schools to provide affordable, accessible, and high quality youth development programs at elementary and middle schools for children in kindergarten thru 8th grade during periods of time before school, after school, and during school breaks while parents are working. This initiative provides after school programs administered by Department of Parks and Recreation staff at all fifty-six (56) City elementary schools and five (5) department managed community recreation center sites as well as before school programs that are administered by department staff at twenty-nine (29) City elementary schools and two (2) middle

schools. Additionally, the Department of Parks and Recreation offers licensed early childhood programs serving children ages 3–5 at four department managed community recreation centers. All school-based programs are governed by the provisions of a *City and City Public Schools Memoranda of Agreement (MOA) for Facility Use and Maintenance* between the Department of Parks and Recreation and the City Public Schools that identifies the specific services to be provided by both the school system staff and department staff. The Department of Parks and Recreation has adopted the Search Institute’s 40 Developmental Assets® framework which identifies positive supports and strengths that young people need to thrive. The Developmental Assets approach intentionally focuses on developing competent and caring young people by supporting both external and internal assets. Department staff recognize the importance of play in the development of children and youth. Research indicates that play is imperative for helping young people learn essential social, emotional, physical coping skills in order to achieve cognitive developmental milestones. Play also assists children with managing stress and developing resiliency and is the foundation for all department youth programs. Children are offered a variety of recreational opportunities at all Department of Parks and Recreation Out-of-School Time Programs and participate in active games, arts and crafts, sports, music, and drama activities.

Winter Wildlife Festival: The Department of Parks and Recreation Winter Wildlife Festival is a cooperative programming partnership between the department and the Virginia Department of Game and Inland Fisheries, the City Virginia Aquarium, the City Department of Public Libraries, the Back Bay National Wildlife Refuge, the Virginia Department of State Parks, the non-profit Lynnhaven River NOW organization, L. L. Bean, and the Virginia Beach Audubon Society. All agencies promote the marketing of this annual event which serves over five-hundred (500) teen and adult participants. Financial support is provided by the Virginia State Department of Game and Inland Fisheries and the Virginia Beach Audubon Society. All partner agencies allow special access to facilities, reduce cost for admission, and/or conduct over twenty (20) workshops or excursions that provide outdoor play opportunities while teaching about local wildlife and the environment in which they live. The Winter Wildlife Festival is promoted by a *Winter Wildlife Festival 2018 Brochure* that highlights the opportunities to enjoy wildlife and enhance environmental stewardship. The brochure also lists the numerous partnerships that are needed to make this program a huge success. The Department of Parks and Recreation is able to provide a richer experience to the community through these partnerships.

Annual Earth Day Event Program: The annual Earth Day event is a cooperative partnership between the Department of Parks and Recreation, the Virginia Beach Clean Community Commission, and the Council of Girl Scouts. The event is held at the City Mount Trashmore Signature Park that is managed by the department and draws over ten-thousand (10,000) attendees who enjoy a variety of recreational activities that include a group bike ride and children’s crafts as well as numerous environmental exhibitors.

Back 2 Nature Day Camp Program: The Back 2 Nature Day Camp is a cooperative partnership between the Department of Parks and Recreation and First Landing State Park to educate children in grades 1-6 regarding the benefits of outdoor recreational activities. Camp activities include kayaking, fishing, archery, and recreational programs related to environmental stewardship. The

First Landing State Park staff provides on-site environmental education sessions and free access to the state park for all camp participants. Department of Parks and Recreation staff conduct three (3) week long camp sessions each summer with an average total enrollment each summer of one-hundred twenty (120) youth. The firm of L. L. Bean has agreed to become the sponsor of the Back 2 Nature Day Camp Program according to the provisions of the *L. L. Bean Sponsorship Agreement*.

Family Fishing Clinics: Family fishing clinics that instruct youth regarding the basic skills of fishing are conducted regularly by the Department of Parks and Recreation during the summer months through a cooperative programming partnership with Region 7 of the Bass Fishing Federation, the Virginia State Department of Game and Inland Fisheries, and the City Sheriff's Office. This free fishing clinic is open to all youth ages 5-14 and their parents and serves over three-hundred (300) participants each year.

City Public Schools Swim Teams: The Department of Parks and Recreation collaborates with the City Public Schools through a cooperative partnership to schedule high school swim and diving team practices and competitive swim meets for the eleven high school varsity swimming and diving teams comprised of over four-hundred fifty (450) student athletes at seven community recreation center facilities that are managed by the department. Department of Parks and Recreation staff supports the swimming and diving teams by setting up competitive equipment, providing lifeguards during practices and competitions, supervising events, and providing additional room space in the recreation center facilities during large regional and state competitions.

CLASP Therapeutic Recreation Dance Programs: The Department of Parks and Recreation sponsors a cooperative partnership with the non-profit organization of Citizens Loving All Special People according to the provisions of the City and *CLASP Memoranda of Agreement (MOA)* to offer all City residents with disabilities a monthly dance program from September thru June. The Department of Parks and Recreation provides space for the dance program each month in a community recreation center facility and the Therapeutic Recreation Programs Unit staff collaborates with area colleges and universities to coordinate volunteers to facilitate each dance.

Mayor's Annual Invitational Wheelchair Basketball Tournament: The City Mayor's Invitational Wheelchair Basketball Tournament is an annual event that is sponsored by the Department of Parks and Recreation through a cooperative partnership with the non-profit organization Sun Wheelers Inc. according to the provisions of the City and *Sun Wheelers Inc. MOA*. The three day tournament draws amateur wheelchair basketball teams throughout the Mid-Atlantic region to raise funds for the benefit of the Sun Wheelers Inc. organization. A formal Memorandum of Agreement between the Department of Parks and Recreation and the Sun Wheelers Inc. organization that was established in 2009 outlines the responsibilities of each party in coordinating the tournament. The Department of Parks and Recreation is responsible for providing the site of the tournament in the double gym of one of the City eighty-four thousand (84,000) square foot community recreation centers that is managed by the department and the department Therapeutic Recreation Programs Unit staff is responsible for the administration of the agreement and also serves as the liaison to the Sun Wheelers Inc. organization for the department. The Sun Wheelers

Inc. organization is responsible for all operational aspects of the tournament including team invitations, game scheduling, officials, scorers, and operation of the tournament concession and hospitality room.

Virginia Beach Summer Youth Employment Program: As a result of an appeal by the U.S. Conference of Mayors requesting mayors throughout the country to “create innovative partnerships with their local businesses, non-profit communities, and foundations to ensure that youth in their cities have meaningful summer job experiences,” City Mayor Will Sessoms requested all local businesses, foundations, and non-profit agencies to hire City youth for the summer and to support summer job placements. As a result of this solicitation by the City Mayor, the Tidewater Finance Company agreed to establish a cooperative sponsorship partnership with the Department of Parks and Recreation to develop a City Summer Youth Employment Program that would provide meaningful work experience for City youth aged 16–21 for seven weeks according to the provisions of the City and *Tidewater Finance Company Memoranda of Agreement (MOA)*. Department of Parks and Recreation staff screen, interview, and then match young people with their prospective employers. Over the past five years, the Summer Youth Employment Program has grown from serving thirty-five (35) young people through three City Agencies to now providing opportunities for over one hundred (100) City youth to work in twenty (20) City agencies and seven (7) private companies. Through partnerships with the Youth Career Center of Hampton Roads, Bank on Hampton Roads, City Public Schools Federal Credit Union, America Saves for Young Workers, and Cities for Financial Empowerment, the Summer Youth Employment Program can ensure that Virginia Beach youth have meaningful summer job experiences.

Agency Evidence of Compliance Documentation:

[6.1.6 – 1.Kids Café & SFSP Agreement](#)

[6.1.6 – 2.City and City Public Schools MOA for Facility Use and Maintenance.](#)

[6.1.6 – 3.Winter Wildlife Festival 2018 Brochure](#)

[6.1.6 – 4.L. L. Bean Sponsorship Agreement](#)

[6.1.6 – 5.CLASP MOA](#)

[6.1.6 – 6.Sun Wheelers Inc. MOA](#)

[6.1.6 – 7.Tidewater Finance Company Agreement MOA](#)

Agency Self Review: **MET**

Visitor Comments:

The agency provided a comprehensive list of cooperative programs between the department and multiple organizations. The evidence also included several different MOA’s for facility usage between the parks and recreation department and the organizations, as well as agreements for services or sponsorships.

Visitor Evaluation: Met Not Met

6.2 - Program Objectives

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

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

Agency Evidence of Compliance: The Department of Park and Recreation offers a variety of recreational programming for all ages in the community and the department establishes specific program objectives for each program. To ensure that all programs offered by the department continue to be successful for program participants and meet minimum revenue goals established by the department management staff, all programs are evaluated by department management staff at the conclusion of each program utilizing the *Recreation Program Proposal and Program Evaluation Tool*. A succinct summation of the current programs and services that are being offered to all citizens by the department and their program objectives include but are not limited to the following:

YOUTH PROGRAMS AND SERVICES:

School Based and Community Recreation Center Based Programs and Camps: The Department of Parks and Recreation school based and community recreation center based programs include school KidzQuest Before School Programs, school KidzQuest After School Programs, Mega Middle School Mania Before School Programs, Intersession Camps, Community Recreation Center After School Camps, and Community Recreation Center Summer Camps. These programs are located at designated City elementary school sites and designated City middle school sites as well as six City community recreation centers that are managed by the Department of Parks and Recreation. Dedicated and certified department staff supervise the various programs and camps that feature a variety of recreation, fitness, enrichment, and creative learning activities. Specific program objectives include safety, active participation, fitness, and positive youth development. These program objectives are evidenced in the *Out-of-School Time Program Parent Handbook* that has been provided as Evidence of Compliance Documentation.

RISE After School & Summer Programs: The Department of Parks and Recreation RISE Programs that are offered at all Title I City elementary schools during the school year and at select elementary school sites during the summer months emphasizes Recreation, Imagination, Socialization, and Education activities for disadvantaged youth. The RISE Program objectives include providing positive role models, encouraging self-esteem and positive youth development, and supporting and expanding literacy and math skills.

Early Childhood Preschool Buddies Program: The Department of Parks and Recreation Preschool Buddies Program serves children aged 3 to 6. The objectives of this program is to provide convenient, affordable, safe and structured licensed early childhood programs at select recreation centers and schools. Children who participate in this program are engaged in a variety of activities to develop their physical, emotional, language, and social skills. Dedicated and certified Department of Parks and Recreation staff members maintain a safe, inclusive, and nurturing learning environment. These programs operate from 6:30 a.m. until 6:00 p.m. and provide early morning and late afternoon child care for half day school kindergarten students. Enrichment and play based program activities expand on the concept that children learn in school and develop the whole child with respect to their physical, emotional, cognitive, and social development as evidenced in the *Early Childhood Program Syllabus*.

Early Childhood KinderBuddies Program: The Department of Parks and Recreation KinderBuddies Program serves children aged 4 to 6. The objectives of this program is to provide convenient, affordable, safe and structured licensed early childhood programs at select recreation centers and schools. Children who participate in this program are engaged in a variety of activities to develop their physical, emotional, language, and social skills. Dedicated and certified Department of Parks and Recreation staff members maintain a safe, inclusive, and nurturing learning environment. These programs operate from 6:30 a.m. until 6:00 p.m. and provide early morning and late afternoon child care for half day school kindergarten students. Enrichment and play based program activities expand on the concept that children learn in school and develop the whole child with respect to their physical, emotional, cognitive, and social development.

Preschool Swim Program: The Department of Parks and Recreation Preschool Swim Program provides a safe and fun first swimming experience for children aged 1-5 with a participating parent. An adult provides support and comfort as a child begins to learn water safety and swimming skills through activities and songs and is introduced to more swim skills as they are developmentally ready.

Youth Swim Program: The Department of Parks and Recreation Youth Swim Program provides swim instruction and water safety skills to beginner, intermediate, and advanced youth aged 5-15. The objectives of this program are for participants to learn and develop techniques to keep them safe in and around the water by building on endurance and stroke performance. Specific goals are written for each level using seven categories: water entry and exit; breath control and underwater swim; buoyancy; changing directions and position; treading water; swimming on front, back, and side; and water safety. Each level of swim classes includes specific objectives as evidenced in the *Learn to Swim Skill Evaluation Forms*.

Youth Competitive Program: The Department of Parks and Recreation Youth Competitive Program includes dive, swim and water polo leagues for children aged 6-17. The program objectives are to provide participant development of swimming, diving, and water polo skills in a low key competitive environment with emphasis placed on sportsmanship, discipline, and camaraderie. Each program participant will experience improvement in flexibility, strength, and

coordination; divers will improve their entries, approaches, and dives; water polo players will learn the different aspects of treading water, strategy, and ball handling skills; and swimmers will learn competitive starts, strokes, and turns by the conclusion of the program. All program participants also identify individual goals at the beginning of the program as evidenced in the *Aquatic By-laws*.

Advanced Water Safety Program: The Department of Parks and Recreation Advanced Water Safety Program is for participants aged 10-15 who are seeking certification as a Junior Lifeguard or Junior Lifeguard Instructor. Program objectives are to build a foundation of knowledge, skills, abilities, and attitudes for future lifeguards and water safety instructors. The American Red Cross lifeguarding class objective is to teach participants aged 15 and older pool lifeguarding skills and the knowledge needed to prevent and respond to aquatic emergencies. Specific objectives include rescues for active, passive, and spinal victims; CPR/AED techniques; and first aid applications. The Water Safety Instructor class objective is to train students aged 16 and older to teach American Red Cross level swim classes. Course objectives include practice teaching, stroke techniques, and appropriate participant behavior as evidenced in the *Objectives for Junior Lifeguard Syllabus* and the *Red Cross Participant Manual*.

THERAPEUTIC RECREATION PROGRAMS AND SERVICES:

Ability Builders Program: The Department of Parks and Recreation Ability Builders Program is a recreation therapy based day program for individuals with a disability aged of 22-30. The program is designed for adult individuals who have aged out of the high school program and can benefit from activities focusing on communication, decision making, and activities of daily living. The components of the program focus on the enhancement of program participant skills and builds on them to improve physical, cognitive, social, and psychological functioning. Department certified therapeutic recreation specialists along with part-time staff and volunteers work together to create a positive environment and opportunity for program participants to gain new skills, socialize, plan outings, improve their quality of life, and achieve desired outcomes as evidenced by the *Ability Builders Program Syllabus and Participant Evaluation Form*.

Around Town Youth Program: The Department of Parks and Recreation Around Town Youth program provides the opportunity for teens and adults to participate in popular age appropriate leisure activities in a community recreation center and in the community while promoting decision making, increased socialization, and independence skills. Program participants are evaluated by department staff on their level of independence, the use of appropriate social skills, and their level of participation in each activity.

Camp Explore Program: The Department of Parks and Recreation Camp Explore Program provides an instructional summer day camp experience that is modeled to assist program participants to increase social skills, explore new leisure interests, develop a greater sense of independence, and have fun. Program participants that are aged 6-21 have an individualized recreation plan developed especially for them and with assistance from department staff each participant attempts to achieve the target goals and objectives that have been established for them as evidenced by the *Camp Explore Program Participant Weekly Evaluation Form*.

Champions Program: The Department of Parks and Recreation Champions Program provides opportunities for middle and high school students to participate in instructional and recreational activities after school that are facilitated by department staff. Each program participant works towards the achievement of individual goals through a variety of activities that include crafts, group games, drama, music, fitness, swimming, and community outings as evidenced by the *Champions Program Participant Progress Evaluation Form*.

FITNESS PROGRAMS AND SERVICES:

Personal Training Program: The Department of Parks and Recreation Personal Training Program offers high quality personal training by certified department staff in a community recreation center in 1 on 1 and small group settings. Personal trainers will design an individualized fitness program with coaching and instruction throughout the workout that will greatly assist program participants to achieve personal goals. The objective of the program is to assist participants with getting more fit and reaching their personal goals as evidenced by the *Fitness Program New Client Goal Sheet*.

Group Fitness Program: The Department of Parks and Recreation Group Fitness Program offers a variety of group fitness classes including Zumba®, Pilates, TRX®, Tabata, Yoga, SilverSneakers®, MixxedFit® Les Mills' BODYPUMP™, CXWORX™, and more. The objective of this program is to provide high quality group fitness classes that enhance a healthier lifestyle for all program participants.

Sports Camps Program: The Department of Parks and Recreation Sports Camps Program offers sports camps and clinics for youth aged 7-15. Participants are given an introduction to the games and learn the fundamentals in a fun game oriented environment that is facilitated by department staff. Examples of sports camps include basketball, volleyball, USTA Tennis, and golf. Program objectives are to provide participants with an ability to play a new game and instill a love of an active lifestyle.

RECREATION PROGRAMS AND SERVICES:

Marital Arts Program: The Department of Parks and Recreation Martial Arts Program is an instructor led program where participants are introduced to the basic fundamentals of Karate that include the balance of mind, body and spirit. Program participants also learn the basic technical components of body dynamics such as stances, blocking and strikes. Students of all ages are combined in classes and do not earn “belts” or levels because these recreational programs are purely for purposes of leisure and introduction to required skills

Dance Program: The Department of Parks and Recreation Dance Program is an instructor led program where participants are introduced to the basic fundamentals of various forms of dance. These confidence boosting classes teach grace, rhythm, and flexibility.

Summer Specialty Camps: The Department of Parks and Recreation Summer Specialty Camps

offer activities for youth aged 7-15 that include magic camp, volunteer camp, nerf camp, and stop motion animation camp. Participants are given an introduction to the games by department staff and learn the fundamentals in a fun game oriented environment. Program objectives are to provide participants with an introduction to a new activity while having fun, gaining confidence, and learning a new skill.

Forever Young Program: The Department of Parks and Recreation Forever Young Program that is facilitated by department staff provides a gathering place in a community recreation center for adults aged 55 and older to socialize during special events, lunches, games, arts and crafts, and exercise as well as local shopping trips and trip excursions to regional locations as evidenced by the *Forever Young Program Manual*.

Agency Evidence of Compliance Documentation:

[6.2 – 1.Recreation Program Proposal and Program Evaluation Tool](#)

[6.2 – 2.Out-of-School Time Program Parent Handbook](#)

[6.2 – 3.Early Childhood Program Syllabus](#)

[6.2 – 4.Learn to Swim Skill Evaluation Forms](#)

[6.2 – 5.Aquatic By-laws](#)

[6.2 – 6.Objectives for Junior Lifeguard Syllabus](#)

[6.2 – 7.Red Cross Participant Manual](#)

[6.2 – 8.Ability Builders Program Syllabus and Participant Evaluation Form](#)

[6.2 – 9.Camp Explore Program Participant Weekly Evaluation Form](#)

[6.2 – 10.Champions Program Participant Progress Evaluation Form](#)

[6.2 – 11.Personal Training Program New Client Goal Sheet](#)

[6.2 – 12.Forever Young Program Manual](#)

Agency Self Review: **MET**

Visitor Comments:

The agency provided a list of programs with objectives, along with a recreation program proposal and program evaluation tool. The proposal and evaluation tool is a tool that is used for every program and allows the staff to ensure the program meets the objectives established by the department.

Visitor Evaluation: Met Not Met

6.3 - Scope of Program Opportunities

Standard: The content of agency programs shall be related directly to stated program objectives and shall provide for individual differences of interests, abilities (mental, social, physical), and backgrounds. Activities selected shall be suited to and contribute toward

fulfillment of the basic physical, emotional, social, and intellectual requirements of individuals. The agency should take into consideration the total community offerings; some opportunities may be offered by other organizations, private, public, and non-profit.

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

Agency Evidence of Compliance: The Department of Parks and Recreation is committed to serving the diverse needs of our community based on age, gender, racial and ethnic background, socio-economic level, ability, and proficiency. This commitment is an integral component of our department vision as a balanced, sustainable, and value-focused system of parks, recreation, and public spaces that create a sense of community. This commitment is also an integral component of our department mission to deliver parks, recreation programs, and public spaces that reflect the priorities of our community, to support tiered levels of service that recognize the diverse needs of our community, and to focus on the sustainability of core programs, services, and facilities through efficient and effective business practices.

The Department of Parks and Recreation provides diversified recreational opportunities in multiple program areas that provide opportunities for various skill levels and abilities. Every department work unit is responsible for continual monitoring of internal and external environments. One component of environmental scanning is an analysis of current programs and services that assists department staff with the identification of potential programming gaps. This analysis incorporates the assessment of trends, economic climate, technology, and customer needs. The result of this analysis process is utilized by department staff for decision making and resource planning and is incorporated into the department Programming and Operations Recreation Program Plan.

The Department of Parks and Recreation, Programming and Operations Division has developed operating principles that ensure everyone is provided with opportunities to participate in all department programs and services at department managed facilities in an inclusive environment. The department makes every reasonable effort to accommodate individuals with physical, mental, or other barriers and department staff value, promote, and pursue diversity in participation and programming. In addition, universal programming design and implementation standards have been identified to ensure maximum inclusion in all programs and a comprehensive continuum of service is offered by the department that is fluid and meets the needs of all City residents as documented by the *Parks and Recreation Universal Program Standards* and the *Parks and Recreation Service Continuum Process*.

As a component of the Department of Parks and Recreation strategic planning process, the *Virginia Beach Cost Recovery Model & Philosophy* was developed by department staff that specifies the pricing philosophy and the associated tiered levels of service of the department and additional affordable program opportunities are available to ensure department sponsored programs are financially accessible to all City residents. In addition, a department Reduced Fee Policy and Application Procedure was developed that applies to selected programming opportunities that are

available to those who apply and qualify based on low income identifiers. In addition, the department established a Youth Scholarship Fund that can offset registration fees for programs for youth who apply and qualify.

The following list of Department of Parks and Recreation programs is representative of the diverse scope of programs and services offered by the department:

Therapeutic Recreation Programming:

Recreational, skill development, and leisure educational programs that include summer day camps, dance classes, aquatic programs, after school programs, and leisure programs for children, teens and adults with disabilities such as Autism, Attention Deficit Disorder, Attention Deficit Hyperactive Disorder, Down Syndrome, learning disabilities, moderate emotional disorders, mild to profound intellectual disabilities, traumatic brain injuries, as well as visual, hearing, and physical disabilities.

- Summer Youth Camps (Camp Explore, New Ventures and Junior Ventures)
- After-School Programs for middle, and high school students
- Instructional & Skill Development (i.e., Learn To Swim, Just Wanna Dance)
- Leisure Education and Community Programs (Around Town, Outdoor Challenge Series)

As documented by the *Parks and Recreation “Champions Program” Proposal* and the *Parks and Recreation “Your Way to a 5K Program” Proposal*.

Special Events Programming:

Sponsors several community events that focus on cultural interests within the community. The Cherry Blossom festival is an annual event that celebrates the spirit and goodwill between the United States and Japan. The Cherry Blossoms are symbols of peace and respect between the City and our sister city, Miyazaki, Japan.

- Parks Special Events Programs (Cherry Blossom Festival, July 4th Celebration, Concerts, Family Movie Nights)
- Recreation Center Special Event Programs (Santa’s Stocking, Touch-a-Truck, Family Fun Nights)
- Health & Fitness Fairs

Aquatics Programming:

- Instructional Programs (Aquatic Classes, Water Safety Presentations, Surfing, Adult Swim, Junior Lifeguard, Lifeguarding, Lifeguarding Instructor, Water Safety Instructor)
- Infant, Youth, & Adult Learn To Swim Programs
- Swim, Dive, and Water Polo League Programs
- Youth Aquatic Swim Meet Programs

Out of School Time Programming: (School and Recreation Center-Based Programs):

- Pre-School Licensed Programs
- Kinderbuddies Programs
- Before and After School Programs
- School Spring Break Youth Camp Program

- Summer Youth Camp Program
- Specialty Youth Camps (Safety Camp, Sports Camps, Surf Camp, Outdoor Camps)

Recreation Programming:

- Numerous Youth & Adult Instructional Classes
- Staffed Guided Interpretive Programs (Birding, Canoeing, Kayaking, Hiking)
- Environmental & Stewardship Programs (Earth Day, Clean the Bay Day)

Fitness & Wellness Programming:

- Personal Training Programs
- Group Land & Water Fitness Programs
- Dance Programs
- Martial Arts Judo, Karate, Tai Chi
- Wellness and Nutrition Programs
- Yoga Programs & Pilates Programs
- Silver Sneakers Senior Program

Youth Opportunities Programming:

- Youth Development Asset Building & Recognition Program
- Summer Youth Employment Program

Sports Management Programming:

- Youth & Adult soccer, football, & softball, athletic leagues
- Beginning, Intermediate, and Advanced Tennis Instruction

Agency Evidence of Compliance Documentation:

[6.3 – 1.Parks and Recreation Universal Program Standards](#)

[6.3 – 2.Parks and Recreation Service Continuum Process](#)

[6.3 – 3.Virginia Beach Cost Recovery Model and Philosophy](#)

[6.3 – 4.Parks and Recreation Scope of Program Opportunities Chart](#)

[6.3 – 5.Parks and Recreation “Champions Program” Proposal](#)

[6.3 – 6.Parks and Recreation “Your Way to a 5K Program” Proposal](#)

Agency Self Review: **MET**

Visitor Comments:

The agency provided a program listing called the scope of program opportunities chart that lists programs offered for a variety of individuals of varying skill levels and socioeconomic backgrounds.

Visitor Evaluation: Met Not Met

6.3.1 - Outreach to Diverse Underserved Populations

Standard: The agency shall proactively extend programs and services to residents who may be underserved in the community. To encourage participation in parks and recreation programs and services, agencies shall identify and address barriers that may limit access including physical, social and mental abilities and financial, geographic and cultural barriers. Financial barriers may be addressed through reduced fees and scholarships. Agencies should offer inclusionary support services to ensure access to programs and services for people of all abilities and socioeconomic status.

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

Agency Evidence of Compliance: The Department of Parks and Recreation always considers the issues of accessibility, affordability, and participant capability when planning and modeling department programs and services. The department has a longstanding history of proactively identifying and serving individuals and communities within the City especially in low income communities that may experience a barrier to participation in department programs and services or access to department facilities. Department of Parks and Recreation staff also utilizes available census data to assist in determining the most appropriate site for programs that are targeted toward a specific demographic. Department staff is able to identify areas throughout the City that comprise the greatest concentration of preschoolers, teens, seniors, elderly, minority, or low income families and then utilize this information in determining where programs would most likely benefit the most residents.

Collaborative working relationships between Department of Parks and Recreation staff and staff from other City departments provide valuable information that is beneficial in identifying underserved populations as well. Community outreach efforts have been established by the department in target neighborhoods that were identified as a result of a close working relationship between department staff and staff from the City Police Department and City Human Services Department. Examples of the type of information collected by these partnerships with other City departments are neighborhoods with the highest crime rates and neighborhoods with the greatest number of households applying for food stamps.

In order to facilitate participation in Department of Parks and Recreation programs and services by underserved populations throughout the City, the department sponsors numerous outreach oriented programs and services that are specifically modeled to overcome the barriers that restrict participation in department recreational programs and services. Examples of these programs and services include, but are not necessarily limited to, the following:

Reduced Fee Pricing Program: The Department of Parks and Recreation Reduced Fee Pricing Program ensures that economically disadvantaged City residents that meet established income eligibility guidelines have opportunities to participate in department programs and activities regardless of the ability to pay. Qualified residents who meet established low income guidelines receive a 50% reduction in fees for a period of one year from their Reduced Pricing Program application approval date. Residents automatically qualify for reduced fees if documentation supports eligibility for financial assistance from programs managed by the City Department of Human Services and the City Department of Housing. In order to qualify for a reduced fee, applicants must be currently receiving one of the following benefits:

- Supplemental Nutrition Assistance Program
- Temporary Assistance for Needy Families
- Section 8 Government Subsidized Housing Lease
- Supplemental Social Security Income
- Full Medicaid
- General Relief

Reduced Fee Pricing Program applicants are required to submit a *Parks and Recreation Reduced Fee Pricing Application*, a current Statement of Benefits Form from one of the six (6) eligible referenced programs, and a signed Public Assistance Programs Confirmation Statement from the City Department of Human Services. Department of Parks and Recreation programs that are currently eligible for reduced pricing include:

- Recreation Center Annual Memberships
- Licensed Early Childhood Programs
- School Based Out-of-School Time Programs
- Learn to Swim Levels 1-4 including Therapeutics
- Therapeutic Recreation Camps including after school programs
- Safety Camp

Youth Scholarship Fund Program: In addition to the Reduced Pricing Program, low income parents of youth who would otherwise be unable to participate in Department of Parks and Recreation programs or classes may apply for financial assistance from the Youth Scholarship Fund by submitting a Youth Scholarship Application to the department for review and approval. Families must meet the same low income eligibility requirements as those required for the Reduced Fee Pricing Program. After eligibility has been verified by department staff, the Youth Scholarship Fund will pay for any program or class offered for youth by the department. Funding for the program is subject to donations from public and private organizations or individuals throughout the City. A program eligible youth may utilize the scholarship one time in a 12 month period and subsequent uses of a scholarship requires re-application and a determination of eligibility each year.

Students on the Swim Program: The Students on the Swim Program is a free innovative program conducted by department aquatics program staff for 2nd grade students at all Title I Virginia Beach City Public Schools that are transported by school buses during the months of April, May, and June to the department managed Seatack Community Recreation Center where they receive

swimsuits donated by the community and are taught various progressive water safety and swimming skills. This program exposes the 2nd graders to a two (2) week American Red Cross certified program and 10 different types of lessons that combine the Standards of Learning. Unfortunately for this target age group, drowning is the second-leading cause of accidental death in the nation and this program is an initiative by the department to prevent drowning incidents in the City by teaching the importance of water safety.

RISE At Risk Youth Program: The Recreation, Imagination, Socialization and Education (RISE) Program is designed to help support the success of at risk 1st – 6th graders in school and the community by providing an enriching experience that emphasizes math, science, and literacy as well as the key elements of the RISE program. The program is conducted after school during the school year and during the summer months at all Title I Virginia Beach City Public Schools. The RISE After School Program offers half-price fees to all participants who qualify for free or reduced lunches with the school system or have an approved Department of Parks and Recreation program fee waiver. Parents just need to show a current copy of a Free and Reduced Lunch letter from the school system to qualify for the reduced program fee. The RISE Summer Program offers an all-day summer program in target areas for a one time, low cost activity fee. In addition, the programs feature enrichments such as KidzLit and KidzMath. KidzLit is a literacy program emphasizing literacy skills and character development that is specifically designed for youth after school programs. KidzMath is a math program that emphasizes reasoning and mathematics skills in a fun and engaging way that is specifically designed for youth after school programs.

No Fee Anchor Club After School Program: The Department of Parks and Recreation Anchor Club Program provides recreational opportunities for youth through a community partnership between the Seatack Community Recreation Center staff, City Public Schools staff, and the United Methodist Church. The program is conducted yearly during the months of October through April every Tuesday and Thursday evenings and is co-managed by department staff and Virginia Beach City Public Schools teachers with bus transportation provided by the Virginia Beach City Public Schools. Several of the program participants live in motels at the Oceanfront or temporary housing. Many of the parents of program participants are unable to be home in the afternoon or help with homework due to working multiple jobs. Teachers and department staff are committed to overseeing the program and helping students with their studies and recreational activities while the students are attending the Anchor Club Program. Seatack and the Anchor Club have partnered together to use recreation as a tool to develop students physically, spiritually, mentally, and socially in a fun and positive environment.

No Fee Kids Café Program: The Department of Parks and Recreation Kids Café Program provides an average of two-thousand (2,000) annual nutritious meals in a safe and supportive environment for all at risk youth participating in the Anchor Club After School Program from October through April and to at risk youth visiting the Seatack Community Recreation Center during the summer from June through August through a community partnership between the Seatack Community Recreation Center, Virginia Beach City Public Schools, and the Foodbank of Hampton Roads.

Senior Center Forever Young Program: The Senior Center Forever Young Program provides recreational opportunities for adults aged fifty-five (55) and older. The program serves older adults interested in socializing with their peers by participating in arts & crafts, local shopping trips, on-site games, fitness, and an array of other activities. The staff of the department community recreation centers provide program van transportation to and from the community recreation centers to program participants that have limited transportation, are fifty-five (55) years and older, and live within five (5) miles of a community recreation center. A recreation center membership card and Senior Center Forever Young Program enrollment are required to participate in the program.

Williams Farm Teen Media Studio Outreach Program: The Williams Farm Community Recreation Center Teen Media Studio Outreach Program provides a uniquely designed multimedia room to record and edit music as well as to learn about graphic design, still photography, film production, and film editing. The media studio partners with faith-based and non-profit organizations to provide technical workshops for youth during department sponsored summer camps. Some of the highly specialized programs and workshops available to teens who participate in the teen media studio program are Grab Da Mic, Sonic Arts Recording, Cinematic View, and Autofocus Photography.

Western Bayside Area Community Outreach Initiative: The Western Bayside Area Community Outreach Initiative is a cooperative partnership between the Department of Parks and Recreation, the City Department of Human Services, the City Department of Housing, the Bayside Area Library, the City Department of Police, the City of Virginia Beach Public Schools, Virginia Wesleyan University, western bayside area churches, and western bayside area residents. This initiative began with the premise that area youth who are engaged in positive activities are less likely to become involved with gangs and other negativity. The accomplishments to date of this initiative have been the establishment of a nine (9) week community based summer camp for western bayside area youth that is conducted by Department of Parks and Recreation staff at the area Enoch Baptist Church, an annual Martin Luther King Day of Service Project, a National Night Out Celebration, a Community Garden Project, and a Community Day Celebration.

Green Run Area Community Outreach Initiative: The Green Run Area Community Outreach Initiative is a cooperative partnership between the Department of Parks and Recreation, the City Department of Human Services, the City Department of Housing, the City Department of Police, the City of Virginia Beach Public Schools, green run area churches, and green run area residents. The goal of green run area community leaders was to develop partnerships that would benefit the green run community youth and area residents. The accomplishments to date of this initiative have been the establishment of a Green Run Youth Leaders Program, a National Night Out Celebration, a Community Day Celebration, and a Hoops 4 Hope Basketball Tournament.

Agency Evidence of Compliance Documentation:

[6.3.1 – 1.Parks and Recreation Reduced Fee Pricing Application](#)

[6.3.1 – 2.Inclusion Accommodation and Special Needs Request Form](#)

Agency Self Review: MET

Visitor Comments:

The agency provided examples of methodology and data to determine underserved areas of the city as well as examples of programs and contracts with partner organizations to provide services to overcome community barriers.

Visitor Evaluation: Met Not Met

6.4 - Community Education for Leisure Process

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

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

Agency Evidence of Compliance: The Department of Parks and Recreation initiative to continually educate the residents of our community regarding the physical, social, and mental health benefits of leisure play and exercise is achieved through a comprehensive department strategy of staff educational public presentations and marketing and promotional initiatives including but not limited to the initiatives discussed below. The effectiveness of all initiatives is very closely monitored and evaluated by department staff who regularly e-mail 254 separate automated surveys during each year to event and program participants such as the *Aquatics Program Evaluation Automated Survey Results* that was sent to 46 parents whose child participated in a department sponsored aquatics program.

Staff General Program Presentations: Department of Parks and Recreation staff frequently attends civic league meetings, PTA meetings, school family fun nights, college classrooms, local health fairs, and other group meetings to inform the public of the recreational programs that are offered by the department. During these presentations, staff also educates meeting attendees regarding the overall health benefits of department programs, services, and facilities including the psychological, physical, social, economic, and environmental benefits of outdoor recreation; the benefits of a healthy lifestyle in combatting chronic illnesses; and the enhanced social bonds that are created when family members recreate together.

Fitness and Athletic Community Events: Department of Parks and Recreation fitness and athletic team members often attend fitness and athletic events in their respective community to distribute marketing information regarding City recreational facilities, programs, and services that are available to the community as well as the benefits and values of a Department of Parks and Recreation membership. Team members often bring instruments and scales to provide fitness assessments to the public at these events. Examples of events attended in the last eighteen (18) months include Family Fitness Night at local elementary schools, Health Fair at Ebenezer Baptist Church, Fitness Fair at the Skyzone Trampoline Park, and a Health Fair held by L & J Civic League. Community recreation center supervisors also often attend civic league meetings in their respective community to discuss available parks and recreation facilities, programs, and services.

Free Fitness Class Launches and Community Recreation Centers Open Houses: Department of Parks and Recreation quarterly open house events and recreation class launches at the community recreation centers allow City residents to attend free group fitness classes and aquatic fitness classes. During these classes, department class instructors educate residents regarding the value and the benefits of each class format. All attendees are encouraged to attend a variety of these free class offerings to determine which classes will best facilitate the accomplishment of their personal health and wellness goals. These free open house and class launch events allow department staff to interact with City residents to educate them regarding the benefits and enjoyment that comes from group fitness and aquatic fitness classes as demonstrated by the *Fitness Preview Week Body Pump Poster*.

Community Special Events: Department of Parks and Recreation fitness and athletics staff are always present at City special events such as the Earth Day Festival and 4th of July celebration to educate City residents regarding the recreational facilities, programs, and services that are offered by the department. These special events allow department staff to personally promote the department to residents who may not already attend events in the City recreation centers thereby providing the opportunity for department staff to interact with a large number of residents who are not familiar with the numerous recreational and wellness opportunities that are offered by the department.

Virginia Wesleyan College Partnership: Department of Parks and Recreation staff has developed a close working partnership with the recreation studies department staff at Virginia Wesleyan College. Department staff from City recreation centers often make classroom presentations to students regarding department facilities, programs, and services as well as employment opportunities. Students are also invited to visit a City community recreation center for a VIP tour by department management staff and students taking upper level classes are often invited to co-supervise recreational programs in the community recreation centers.

Email News and Marketing Communications: Department of Parks and Recreation, Marketing and Resource Development Bureau staff regularly communicate news, events, programs, and services information through email marketing as part of a digital marketing strategy. The subscriber database of over 55,000 people includes community recreation center members, program participants, recreation league participants, and website visitors. An email marketing plan is

developed on a monthly and annual basis and email performance is analyzed weekly. Communications include newsletters, new member welcome, membership expiration reminders, customer satisfaction surveys, upcoming program registrations, special event promotions, and emails on behalf of the Parks and Recreation Foundation. A department newsletter is sent to over 38,000 subscribers twice a month with the average open rate for all emails of 39% that is above the industry average of 20%.

Department of Parks and Recreation Website: The Department of Parks and Recreation website found at <http://www.VBgov.com/Parks> provides information regarding how to access and utilize the facilities, programs, and services that are offered by the department. The department Marketing and Resource Development Bureau staff are dedicated to keeping the website up to date with the latest offerings from the department as well as the benefits of participation and they closely monitor the effectiveness of the website through Google Analytics. Additionally, the department has a mobile application called VB ParkFinder that allows users to search for over 200 parks and facilities by name, proximity to their location, and specific features like playgrounds, ball fields, kayak launches and more.

Media Advertising: The Department of Parks and Recreation, Marketing and Resource Development Bureau staff utilizes paid advertising through a variety of mediums to educate the public regarding recreational opportunities, programs, and services that are offered by the department. Examples include use of search engine marketing and display advertising through Google AdWords, social media advertising through Facebook and Instagram, radio advertising on local radio stations, print advertising in local publications, online event calendar listings, video advertising on YouTube and local media outlets, and paid placement in local email newsletters. The effectiveness of all advertising mediums is tracked by department staff through Google Analytics.

Public Relations and Social Media Liaisons: The Department of Parks and Recreation, Marketing and Resource Development Bureau staff relies heavily on the utilization of public relations and social media liaisons to communicate with residents regarding the various ways they can incorporate leisure time into their daily lives. A department monthly news release is sent to media contacts and key members of the community to create awareness for upcoming programs and events that are being offered by the department. Department staff regularly solicit media contacts with story ideas that promote department leisure programs and facilities as well as *Social Media Screen Shots* including Facebook, Twitter, Instagram, and YouTube are utilized as well to post photos and videos to motivate residents to get involved in these activities.

Agency Evidence of Compliance Documentation:

[6.4 – 1.Aquatics Program Evaluation Automated Survey Results](#)

[6.4 – 2.Fitness Preview Week Free Body Pump Poster](#)

[6.4 – 3.Social Media Screen Shots](#)

Agency Self Review: **MET**

Visitor Comments:

The agency provided examples of publications and social posts it uses to educate the public and create community awareness. These items were also observed during site visits throughout the various facilities.

Visitor Evaluation: Met Not Met

6.4.1 - Community Health and Wellness Education and Promotion

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

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

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

Also provide examples of implementation.

Agency Evidence of Compliance: The Department of Parks and Recreation continually strives to educate City residents concerning the benefits of pursuing and maintaining personal health and wellness and all department managed recreational facilities and programs are designed to enable residents to pursue healthy and active lifestyles. City facilities that are managed by the Department of Parks and Recreation that promote health and wellness in the community include but are not limited to the following:

Elementary Schools Water Safety Awareness Program: The Department of Parks and Recreation Aquatics Program staff regularly conduct water safety awareness presentations to City elementary school children. Through these presentations, children learn the importance of being safe in and around water as department aquatics staff presenters act out skits, incorporate songs, and elicit audience participation. During calendar years 2014-2017, department staff has conducted water safety presentations to over sixty-six thousand (66,000) children. A copy of the City Public Schools 2016-17 Water Safety Awareness Program Schedule has been provided as Evidence of Compliance Documentation.

5 Day Back to Nature Camp Program: Research has shown that being in nature has a positive impact on the mental and physical health of children. The Department of Parks and Recreation Back to Nature Camp Program for children aged 6-10 is spent entirely outdoors in the City community thereby allowing participants to gain confidence in being outside and exploring the wonders of nature. During the camp, participants learn through personal experiences the basics of

outdoor recreation and the benefits of leisure activities as well as the importance of environmental stewardship.

Forever Young Centers Senior Program: Department of Parks and Recreation Forever Young Centers are housed in each of the department community recreation centers. The goal of the Forever Young Centers is to provide a gathering place for older adults aged fifty-five (55) and older interested in enhancing their quality of life through recreational activities that support physical, intellectual, outdoor, and social needs. This program provides information on available resources, health services programs, recreational activities, and referrals to other community agencies that serve the senior population.

Out of School Time Programs: The Department of Parks and Recreation has several Out-of-School Time Programs serving approximately eight thousand (8,000) children per year that include the following:

School-Based Programs: Before School (Elementary and Middle School), KidzQuest After School (Elementary School), RISE After School (Elementary Title I Schools), and Summer School (Elementary and Middle School).

Recreation Center-Based Programs: Early Childhood (Ages 3-5), After School (Elementary School), Summer School (Early Childhood, Elementary School, and Teen), and Break Camps (Elementary School).

The benefits of these programs include the value of play in a child's development, how physical activity promotes a sense of physical and mental well-being, and the necessity of providing a positive youth development approach. The *Out of School Time Programs Parent Handbook* is utilized as an educational resource that educates parents about these benefits in addition to the importance of physical activity in the healthy development of youth. Every year the handbook is made available online on the Department of Parks and Recreation website or as a hard copy when requested by parents during the program registration process. The welcome letter from the Department of Parks and Recreation in the handbook reinforces the positive benefits of physical activity by stating:

“Our Out of School Time programs are designed to promote healthy minds, bodies and spirits. Studies show that children who participate in regular physical activities from an early age are more likely to develop and continue an active lifestyle throughout their teenage years. Regular physical activity in childhood and adolescence improves physical and mental well-being.”

Therapeutic Recreation Programs: Many therapeutic recreation programs offered by the Department of Parks and Recreation include teaching the importance of recreational leisure as well as teaching lifelong leisure skills. The new Ventures Program and Junior Ventures Program seven (7) week day camps incorporate leisure education while participating in recreational activities in the classroom and in the community. Participants are given the opportunity to develop lifetime

leisure skills, plan community outings, and learn job skills by volunteering with various community organizations. Leisure skills and education are areas that are evaluated daily on each participant in the program as demonstrated by *Junior Ventures Program Progress Notes*. The Ability Builders Program is another program that educates participants on the importance of leisure and lifelong leisure skills while providing opportunities to experience activities in the community recreation centers and out in the community. Participants in the Ability Builders Program are evaluated daily by a department Certified Therapeutic Recreation Specialist using an *Ability Builders Program Individual Goal Sheet*.

Healthy Snacks and Beverages Vending Machines Program: The Department of Parks and Recreation recently completed an initiative to provide only healthy drink and snack options in all vending machines that are located in department managed parks, sports facilities, and community recreation centers. Now one-hundred percent (100%) of all snacks in vending machines meet the Choice-Plus guidelines for calories, fat, sodium, sugar, and trans-fat content. In addition, all sodas have been removed from all vending machines and replaced with healthier water, tea, or fruit juices.

Community Recreation Centers Drop-In Group Fitness Class Program: The Department of Parks and Recreation offers an extremely popular Drop-In Group Fitness Program at all seven community recreation centers around the City. The program features over eight thousand (8,000) group fitness classes that are suited for all fitness levels aged fourteen (14) and older that are offered throughout the entire day seven days a week. Fitness class formats include Zumba®, Pilates, TRX®, Tabata, Yoga, SilverSneakers®, MixxedFit® and Les Mills' programs. A monthly schedule of all drop-in group fitness classes that are being offered at each community recreation center is available each month to all community recreation center members such as the *October 2018 group fitness schedule for the Bow Creek Community Recreation Center*.

Personal Fitness Training Program: The Department of Parks and Recreation Personal Fitness Training Program is administered by department staff who have been nationally certified as personal trainers with the goal of promoting physical activity as well as personal health and wellness through a highly personalized fitness program. Components of every individual fitness program that is based on one-on-one instruction may include nutrition education, stamina enhancement, weight reduction, strength training, or general physical conditioning depending on the personal goals and objectives of the individual. During FY17, department staff conducted three thousand (3,000) personal training sessions and during FY18 department staff conducted forty-seven hundred (4700) personal training sessions for an increase of fifty-seven percent (57%) in program participation. Program participation is expected to rise annually during the next several years as a result of medical community referrals, insurance plan reimbursements, as well as more people making their health a priority.

Agency Evidence of Compliance Documentation:

- [6.4.1 – 1.2016-17 City Public Schools Water Safety Awareness Program Schedule](#)
- [6.4.1 – 2.Out of School Time Programs Parent Handbook](#)
- [6.4.1 – 3.Junior Ventures Program Progress Notes](#)

[6.4.1 – 4.Ability Builders Program Individual Goal Sheet.](#)
[6.4.1 – 5.October 2018 Group Fitness Schedule for Bow Creek](#)

Agency Self Review: MET

Visitor Comments:

The agency provided evidence showing their programs that promote healthy lifestyles and fitness throughout the community. This was also observed during site visits with their healthy vending options provided at the recreation centers, and their commitment to providing quality workout facilities and fitness classes within those centers.

Visitor Evaluation: Met Not Met

6.5 - Participant and Spectator Code of Conduct

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

Suggested Evident of Compliance: Provide the code of conduct for participants and spectators and describe how program participants, coaches, and spectators are informed of the code of conduct. The agency should collaborate with affiliate groups providing training for youth and coaches to inform and educate about the participant and spectator code of conduct.

Agency Evidence of Compliance: The Department of Parks and Recreation currently has thirty (30) youth and adult recreation leagues including but not limited to aquatic swim leagues, aquatic dive leagues, aquatic water polo leagues, softball leagues, volleyball leagues, basketball leagues, sand football leagues, flag football leagues, pickleball leagues, and volleyball leagues. The department administers and enforces a strict *Department of Parks and Recreation Code of Conduct Policy* as well as a *Department of Parks and Recreation Leagues Codes of Conduct* for each specific youth and adult recreation league and ensures compliance to the provisions of both the department and league codes of conduct by informing all parents, coaches, spectators, and participants in every league of the provisions of both the department and league codes of conduct during each league registration process. The codes of conduct are also included in league parent and coach handbooks that are distributed during the registration process of each league and are also easily accessible on the department web site.

Agency Evidence of Compliance Documentation:

[6.5 – 1.Parks and Recreation Code of Conduct Policy](#)
[6.5 – 2.Parks and Recreation Leagues Codes of Conduct](#)

Agency Self Review: MET

Visitor Comments:

The agency provided a copy of their overall parks and recreation code of conduct policy as well as their athletic league code of conduct policy. These codes of conduct are given to all league participants during the registration process as well as posted on the agency website.

Visitor Evaluation: Met Not Met

**VISITATION REPORT SUMMARY FOR CATEGORY 6.0
(PROGRAMS AND SERVICES MANAGEMENT)**

Reviewed By: *Dennis Hodges*

Unmet Standards: *(List the Standard # and Name)*

Provide clarification for all unmet fundamental standards :

7.0 - Facility and Land Use Management

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

Physical resource planning is a process focusing on physical resources. The planning process conforms to the vision and mission statement of the controlling agency. Natural resources planning stretches across a continuum that has strict preservation at one end and complete modification at the other.

The planning, development and management of physical resources are functions of all park and recreation managers, whether they are in the public, nonprofit, or for-profit sectors. Physical resources include natural undeveloped lands and waters, and developed areas including urban parks, special complexes (such as sports and aquatics), and buildings of various functions (such as fitness centers, community centers and interpretive centers).

Ready access to accurate land and facility records is a basic requirement for program planning and facility management. Floor plans with square foot areas for each program space allow programmers and facility managers to determine how to most efficiently use program spaces. Building plans and specifications are invaluable for facilities management and capital programming because they provide insight into the design, materials, and equipment used in construction. Information from these documents is often used to determine the remaining useful life of building systems. Grants to purchase parkland and construct recreation facilities from such programs as the 1965 Land and Water Conservation Act (LAWCON) and the 1978 Urban Park and Recreation Recovery Act (UPARR) place restrictions on use and disposition.

High-performing maintenance operations organizations ensure quality experiences through well-managed spaces and places. Customized systems' approaches and solutions to operations management satisfy accreditation standards through the development, consistent use, and periodic review of management plans, policies, programs, and procedures as well as inspections and assessment schedules and records.

7.1 - Parkland Acquisition Procedures

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

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

Agency Evidence of Compliance: The acquisition of lands by the Department of Parks and Recreation for park, recreation, conservation, and historical-cultural related purposes is governed by the provisions of City ordinances, City administrative directives, and City policies that are summarized in the following paragraphs. These documents require that appropriations for land acquisitions by the Department of Parks and Recreation be recommended by the Director of Parks and Recreation and approved by the City Manager and City Council.

City of Virginia Beach, Policy #3.01 (Cash Payment In Lieu Of Park Reservation): The provisions of this City Policy that was executed by the City Council governs the acceptance of cash from developers in lieu of the dedication or reservation of land for recreational use subject to the approval of the City Manager and the City Council. Provisions of this policy authorize the utilization of revenue collected to be utilized by the Department of Parks and Recreation for other land acquisitions for parks and recreation related purposes.

City of Virginia Beach, Subdivision Ordinance Section #4.5 (Public Sites and Open Spaces): The provisions of this City ordinance that was executed by the City Council governs land use issues for the conservation of open space or development of land for parks and recreation purposes throughout the City. This ordinance provides a methodology for the proactive acquisition of land by the City by specifying alternatives for developers to dedicate land to the City for development of parks or recreation facilities or the conservation of open spaces based on the needs generated by new residential development.

City of Virginia Beach, Ordinance To Establish The Open Space Advisory Committee: The provisions of this City ordinance that was executed by the City Council governs the establishment of a City Council-appointed Nine-member citizen committee to work closely with Department of Parks and Recreation staff regarding the administration of the City Open Space Program, including assisting in the development and monitoring of the overall process for evaluation and recommendation of sites for acquisition by the City.

City of Virginia Beach, Administrative Directive AD 6.08 (Special Real Estate Acquisitions and Dispositions): The provisions of this City administrative directive that was executed by the City Manager governs the analysis, evaluation, and reporting procedures to be followed by all City departments, including the Department of Parks and Recreation, regarding the justification and viability of acquiring specified parcels of land by the City.

City of Virginia Beach, Outdoors Plan Acquisition Policy: The *City of Virginia Beach Outdoors Plan* that was developed by the Department of Parks and Recreation and adopted by the City Council is the City's official guidance policy document for open space land acquisition and the development of park and recreation land and facilities. The Outdoors Plan utilizes equity mapping and GIS-based service area analysis, statistical analysis, and statistically significant quantitative as well as qualitative public feedback resulting in the recommendations for open space acquisitions. The Plan also outlines the long-range planning, action items, and capital funding

implementation strategies that comprise the City's ultimate system of natural resources and outdoor recreational assets.

Agency Evidence of Compliance Documentation:

[7.1 – 1. City of Virginia Beach, Policy #3.01 \(Cash Payment in Lieu of Park Reservation\)](#)

[7.1 – 2. City of Virginia Beach, Subdivision Ordinance Section #4.5 \(Public Sites and Open Spaces\)](#)

[7.1 – 3. City of Virginia Beach, Ordinance to Establish the Open Space Advisory Committee](#)

[7.1 – 4. City of Virginia Beach, Administrative Directive AD 6.08 \(Special Real Estate Acquisitions and Dispositions\)](#)

[7.1 – 5. City of Virginia Beach, Outdoors Plan](#)

Agency Self Review: MET

Visitor Comments:

The Agency provided copies of their Cash Payment in Lieu of Park Reservation and the Ordinance to Establish the Open Space Advisory Committee. In addition, they provided their Committee notes and last review which consists of the Outdoors Plan.

Visitor Evaluation: Met Not Met

7.2 - Areas and Facilities Development Policies and Procedures

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

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

Agency Evidence of Compliance: The development of Department of Parks and Recreation managed City property and facilities are governed by the provisions of City Council-approved City ordinances, City development plans, and City policies that are summarized in the following paragraphs. These documents require that appropriations for the development of park and recreation land and facilities by the Department of Parks and Recreation be recommended by the Director of Parks and Recreation and approved by the City Manager and the City Council.

City of Virginia Beach, Subdivision Ordinance Section #4.5 (Public Sites and Open Spaces): The provisions of this City ordinance that was executed by the City Council governs land use issues for the preservation of open space and development of park and recreation land and facilities

throughout the City by specifying alternatives for the reservation, dedication, and development of parks and open spaces based on the need generated by new residential development. This ordinance provides a methodology for the proactive development of land by the City for recreational uses.

City of Virginia Beach, Outdoors Plan: The Virginia Beach Outdoors Plan that was developed by the Department of Parks and Recreation and approved by the City Council is the official guidance policy document for open space land acquisition and the development of park and recreation land and facilities in the City. The Outdoors Plan utilizes equity mapping and GIS-based service area analysis, statistical analysis, and statistically significant quantitative as well as qualitative public feedback resulting in the recommendations for open space acquisitions. The Plan also outlines the long-range planning, action items and capital funding implementation strategies that comprise the City's ultimate system of natural resources and outdoor recreational assets.

In addition, the development of parks and recreation lands and facilities is accomplished by Department of Parks and Recreation staff through diligent coordination with other Virginia Beach City Public Schools staff and other City department staff that are constructing major City capital development projects such as schools, roads, bridges, wetland mitigation projects, and economic development projects. Examples of this type of capital project coordination to accomplish parks and recreation related development projects includes the development of non-motorized boat ramps, multi-use trails, parks, playgrounds, tennis courts, and athletic fields by including these recreational facilities in the scope of other City capital projects. This strategy has also resulted in the cost of Department of Parks and Recreation related capital projects being significantly reduced, and sometimes even completely absorbed by larger capital projects in the City. The strategic facility needs and planning documented in the *City of Virginia Beach, Outdoors Plan* provides guidance for transportation and highway planners, environmental and civil engineers, and developers to complement and support Department of Parks and Recreation land and facility capital development projects.

All department managed facilities are designed and developed with the highest standards of quality, to satisfy national standards for safety as specified by the Consumer Products Safety Commission and to satisfy national standards for ADA accessibility as specified by the Americans with Disabilities Act. To ensure these standards continue to be maintained, the department has developed a *Parks and Recreation Design Standards Manual* as a component of the Virginia Beach Outdoors Plan.

Agency Evidence of Compliance Documentation:

[7.2 – 1.City of Virginia Beach, Subdivision Ordinance Section #4.5 \(Public Sites and Open Spaces\)](#)

[7.2 – 2.City of Virginia Beach, Outdoors Plan](#)

[7.2 - 3.Parks and Recreation Design Standards Manual](#)

Agency Self Review: MET

Visitor Comments:

The Agency submitted their Subdivision Ordinance which addresses park land required per acreage of single-family residences going in. In addition, the Virginia Beach Outdoors plan discusses projections and trends in the park and recreation industry. A copy of the Department's design standards manual was also uploaded to the SharePoint folder.

Visitor Evaluation: Met Not Met

7.2.1 - ADA Existing Facility and Site Access Audit

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

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

Agency Evidence of Compliance: Department of Parks and Recreation staff has completed an ADA access audit of all department sites and facilities and has developed a *Facility and Site ADA Access Audit Report*. The tasks involved in preparing this comprehensive report included facility site evaluations of existing physical barriers in the facilities managed by the Department and the identification of all the barriers that limit accessibility using the ADA Checklist for Existing Facilities Form developed by the latest revised provisions of The Americans with Disabilities Act Accessibility Guidelines. The department *Facility and Site ADA Access Audit Report* documents the types of non-compliant deficiencies in department managed facilities and includes recommendations regarding how to remediate these deficiencies. Annual facility ADA accessibility inspections will continue to be conducted by department Life Cycle Maintenance Bureau staff and department Planning Design and Development Division staff who have been appointed as department ADA Coordinators.

Agency Evidence of Compliance Documentation:

[7.2.1 – 1.Parks and Recreation, Facility and Site ADA Access Audit Report](#)

Agency Self Review: MET

Visitor Comments:

The Agency provided a copy of their Facility and Site ADA Access Audit Report which encompasses all city sites and facilities. This standard has been met.

Visitor Evaluation: Met Not Met

7.3 - Defense Against Encroachment Procedures

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

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

Agency Evidence of Compliance: Established procedures regarding the protection of Department of Parks and Recreation managed City property against encroachment are governed by the provisions of the *Commonwealth of Virginia, State Code #15.2-2009 (Obstructions or Encroachments)*; the *Commonwealth of Virginia, State Code #15.2-2107 (Persons Occupying or Using Streets, Etc., Contrary to Law)*; the *City of Virginia Beach, City Code Section #23-46 (Nuisance Generally)*; and the *City of Virginia Beach, City Code Section #33-114.1 (Removal, etc., of Certain Encroachments)*.

The provision of the Virginia State Code provisions that were executed by the Commonwealth of Virginia General Assembly and the City Code provisions that were executed by the City Council prohibit all unlawful encroachments on City property. These provisions are utilized by Department of Parks and Recreation staff with the assistance of the Department of Public Works, Real Estate Division staff to resolve all illegal encroachment issues involving parks and recreation lands and facilities. Summations of the State Code and City Code provisions regarding illegal encroachment issues on park and recreation lands are summarized in the following paragraphs:

Commonwealth of Virginia, State Code #15.2-2009 (Obstructions or Encroachments): A locality may prevent any unlawful obstruction of or encroachment over, under or in any street, highway, road, alley, bridge, viaduct, subway, underpass or other public right-of-way or place; may provide penalties for maintaining any such unlawful obstruction or encroachment; may remove the same and charge the cost thereof to the owner or occupant of the property so obstructing or encroaching; and may collect the cost in any manner provided by law for the collection of state or local taxes. The locality may require the owner or occupant of the property so obstructing or encroaching to remove the property and, pending such removal, may charge the owner of the property so obstructing or encroaching compensation for the use of such portion of the street, highway, road, alley, bridge, viaduct, subway, underpass or other public right-of-way or place obstructed or encroached upon the equivalent of what would be the tax upon the land so occupied if it were owned by the owner of the property so obstructing or encroaching. If removal is not

accomplished within the time ordered, the locality may impose penalties for each day that the obstruction or encroachment is allowed to continue.

Commonwealth of Virginia, State Code #15.2-2107 (Persons Occupying or Using Streets, Etc., Contrary to Law): Any person occupying or using any of the streets, avenues, parks, bridges or any other public places or public property or any public easement of any description of a city or town, in a manner not permitted to the general public, without having first legally obtained the consent of the city or town shall be guilty of a Class 4 misdemeanor. Each day's continuance thereof shall be a separate offense. Such occupancy or use shall be deemed a nuisance. The court trying the case may cause the nuisance to be abated and commit the offenders and all their agents and employees engaged in such offenses to jail until the order of the court is obeyed.

City of Virginia Beach, City Code Section #23-46 (Nuisance Generally):

(a) For purposes of this section, the term "city manager" shall mean the city manager or such other employee of the city as may be designated by the city manager to perform the duties described in this section.

(b) Except as otherwise provided in this Code or other ordinances of the city, it shall be unlawful for any person to cause, create, allow, permit or maintain, upon any land or premises in the city in his possession or under his control, any public nuisance or any condition injurious to the public health or morals or endangering the life or property of others.

(c) Upon a determination by the city manager, that there exists on any land or premises within the city a public nuisance as set forth in subsection (a) hereof, notice shall be served on the owner of such land or premises or his agent, or on the occupant thereof, or both, to abate or remove such public nuisance from such land or premises within seven (7) days from the date of such notice.

(d) Service of the notice provided for in subsection (b) shall be by first-class mail, personal delivery or posting in a conspicuous place upon the land or premises; provided, however, that if the land or premises are unoccupied and the owner or his agent cannot be found by the exercise of due diligence or are unknown, such notice shall be sufficient against the owner if given by first-class mail to the owner's last known mailing address and posted in a conspicuous place upon the land or premises. The city manager is authorized to deliver or post such notice.

(e) A violation of any of the provisions of this section, or failure to comply with the terms of a notice issued and served as provided in this section within the time prescribed in such notice, shall constitute a class 2 misdemeanor. In addition to any penalties imposed hereunder, the city may institute legal action to enjoin the continuing violation of this section and may remove or contract for the removal of such public nuisance, in which event the cost and expenses thereof, including an administrative fee in the amount of one hundred fifty dollars (\$150.00), shall be chargeable to and paid by the owner or occupant of the land or premises. Any such charge which is not paid within thirty (30) days of the date or which is billed to the person or persons named in the notice may be collected by an action at law or in any manner provided by law for the collection of taxes.

City of Virginia Beach, City Code Section #33-114.5 (Exempted Encroachments):

The following improvements upon city-owned property shall be exempt from the provisions of this article, provided such improvements are otherwise properly permitted and do not present a safety risk: (i) driveway aprons; (ii) private sidewalks that connect to public sidewalks; (iii) extension of private underground stormwater conveyance facilities that connect to public systems within a public street, public right-of-way, public easement, or other public property, provided such connections remain within the property's extended side lot lines; and (iv) fences along extended side lot lines between privately owned real property and a sound wall or similar noise attenuation structure. Nothing herein shall be construed to authorize the construction or maintenance of any improvement upon city property that constitutes a danger to the public health, safety, or welfare, and nothing herein shall relieve the owner of any such improvement from the duty to remove such encroachment if a public need for its removal should arise.

Agency Evidence of Compliance Documentation:

[7.3 – 1.Commonwealth of Virginia, State Code #15.2-2009 \(Obstructions or Encroachments\)](#)

[7.3 – 2.Commonwealth of Virginia, State Code #15.2-2107 \(Persons Occupying or Using Streets, Etc., Contrary to Law\)](#)

[7.3 – 3.City of Virginia Beach, City Code Section #23-46 \(Nuisance Generally\)](#)

[7.3 – 4.City of Virginia Beach, City Code Section #33-114.5 \(Exempted Encroachments\)](#)

Agency Self Review: **MET**

Visitor Comments:

The Agency has provided copies of both State Code and City Code which both address how to deal with encroachments on park land, including procedures for remedying and fines. This standard has been met.

Visitor Evaluation: Met Not Met

7.4 - Disposal of Lands Procedures

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

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

Agency Evidence of Compliance: The established procedures regarding the disposal of

Department of Parks and Recreation managed City property is governed by the provisions of *City Administrative Directive AD 6.08 (Special Real Estate Acquisitions and Dispositions)* that was executed by the City Manager in order to ensure that all City real estate dispositions are initiated, evaluated, authorized, and presented to the City Council in closed session for direction in a consistent, coordinated, and professionally managed manner.

Although it is a rare occurrence, there are situations when land currently being utilized for parks or open space is requested to be sold for other uses as a result of demographic shifts in certain geographic districts. When existing City property is determined appropriate for sale following a review by Department of Parks and Recreation staff and the City Open Space Advisory Committee to ensure that public recreational benefits are not diminished, a written recommendation is submitted to the City Excess Property Review Committee for their review and consideration. A final recommendation for the sale of the property is then forwarded to the City Manager and is subject to the City Manager's approval prior to being submitted to the City Council for their review and consideration. In most cases, the revenue from the sale of any park land is deposited into a Department of Parks and Recreation, Capital Improvement Program revenue account to be utilized by the department for the acquisition and development of additional park property.

Agency Evidence of Compliance Documentation:

[7.4 – 1.City Administrative Directive AD 6.08 \(Special Real Estate Acquisitions and Dispositions\)](#)

Agency Self Review: MET

Visitor Comments:

The Agency has provided a copy of their Administrative Directive which addresses real estate acquisitions and dispositions. In addition, an attachment to the Directive also includes a process flowchart for land disposition. This does provide the needed evidence of compliance.

Visitor Evaluation: Met Not Met

7.5 - Maintenance and Operations Management Standards ★

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

recommended frequency and acceptable quality.

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

Agency Evidence of Compliance: The Department of Parks and Recreation maintenance and operations management standards that are administered by the department Landscape Management Division staff supports the proactive approach by the department to strategically maintain all department managed City facilities and infrastructure in the most efficient and effective manner possible. To ensure the department maintenance and operations management standards are administered effectively, the department Landscape Management Division is organized into four operational bureaus as discussed below. Copies of the *Landscape Management Division Zone Organizational Charts* have been provided as Evidence of Compliance Documentation.

Asset Management Bureau: The Asset Management Bureau is responsible for efficiently and effectively managing all divisional capital assets. These divisional assets include all vehicles and equipment, all automated system resources management and related functions, materials and supplies inventories, communications systems, and other technology. The Asset Management Bureau staff monitors division standards for performance measurement, productivity, workflow improvement, operational development, and quality control. This bureau also administers landscape installation and maintenance contracts, tree pruning and removal contracts, coordinates emergency disaster response, and plays a leading role in the implementation and administration of the automated maintenance system.

Maintenance Management Bureau: The Maintenance Management Bureau is responsible for all citywide routinely scheduled landscape maintenance and is divided into three East, North, and West zones. This allows for enhanced coordination and efficiencies based on allocating resources geographically and utilizing defined maintenance standards. Due to the relatively small number of department sites in the southern zone, all scheduled landscape maintenance is contractor maintained resulting in efficiencies in reduced travel time for division staff and more concentrated contract inspections. Dividing the Maintenance Management Bureau's sites, staff, and resources into three geographical zones allows for enhanced coordination and efficiencies based on allocating resources geographically and utilizing defined maintenance standards. Copies of the *Landscape Management Division Maintenance Zone Alignment Charts and Maintenance Zones Map* have been provided as Evidence of Compliance Documentation.

Life Cycle Management Bureau: The Life Cycle Management Bureau is responsible for providing proactive facility preventative maintenance programs by prioritizing responses to facility maintenance requests and ensuring safe and responsible life cycle asset management. The Rapid Response Team in the bureau responds to emergency and customer service requests that are generated through work orders that are initiated either internally or externally. The Lifecycle

Maintenance Bureau is work order based and focused on funded improvements associated with repair or replacement initiatives.

Special Zones Management Bureau: The Special Zones Management Bureau is responsible for ensuring the continued delivery of the highest tier of maintenance services for the most visible, intensively managed and maintained City districts, where major public and public/private investment has occurred and where there is significant utilization. These special zones are the resort oceanfront area, the Municipal Center City office complex, the Princess Anne Athletic Complex, and the Town Center commercial shopping and restaurant complex.

The major components of the Landscape Management Division maintenance and operations management standards are as follows:

Tiered Facility Maintenance Frequencies: Proper mowing maximizes the health and appearance of the turf and reduces efforts and costs of turf maintenance. The overall appearance, supplying safe outdoor conditions for City residents and the playability of athletic fields to ensure continuous use of recreational facilities are the goals for tiered mowing operations. All City facilities and sites that are maintained by the Landscape Management Division have been designated with one of six tier maintenance frequencies with Tier 1 being the highest profile sports facilities and Tier 6 being open spaces and BMP shorelines. A copy of the *Tiered 1-6 Facility Maintenance Frequencies* has been provided as Evidence of Compliance Documentation.

Meadow and Shoreline Management: The Landscape Management Division staff has established procedures and identified opportunities for meadow management as a way to protect our waterways while establishing more efficient maintenance and management policies and procedures. Currently, there are 880 acres of managed meadow areas, and an inventory of meadow and shoreline managed areas and maintenance schedules are maintained and managed by the Landscape Management Division staff. A copy of the current *Inventory of Meadow and Shoreline Areas Maintained* and a *Meadow Management Brochure* that outlines the established goals and benefits of the meadow and shoreline management initiative have been provided as Evidence of Compliance Documentation.

Infor Public Sector 8™ Automated Resource Management Software System: The Infor Public Sector 8™ automated resource management software system that is shared by the Department of Parks and Recreation, the City Department of Public Works, and the City Department of Public Utilities facilitates detailed contact management, work management, asset management, and cost accounting that provides the departments with automated management technology tools that greatly improves the efficiency of a broad range of operational processes. The software system is utilized to track all calls for service, work activities, and costs associated with work activities at all sites the department must maintain. The software system is also an invaluable tool for generating work orders for scheduled or cyclical maintenance, such as work orders every three months for the inspection of City school playgrounds and City municipal park facilities. The automated maintenance reports that are generated from the software system are valuable in documenting historical cost data for maintenance of City assets as well as forecasting future cost

projections that are utilized for annual fiscal year budget development. Examples of *Automated Work Order Management Reports* have been provided as Evidence of Compliance Documentation.

Standard Operating Procedures (SOPs): The Landscape Management Division staff and Parks and Natural Areas Bureau staff have developed standard operating procedures on the various maintenance activities they perform to effectively maintain City property. Examples of *Standard Operating Procedures* for mowing and tree removal have been provided as Evidence of Compliance Documentation. All standard operating procedures have been incorporated as reference documents that are available in the Automated Work Order Management System.

Mowing Frequencies: The Landscape Management Division staff has established facility maintenance standards regarding mowing frequency based on the type of facility category such as buildings, parks, athletic fields, and roadways. All mowing frequencies are calculated and tracked both in the automated software system and on a separate spreadsheet for each site that is maintained. Copies of *Mowing Frequency by Category Reports* have been provided as Evidence of Compliance Documentation.

Annual Facility Condition Assessment Inspections: Annual condition assessment inspections are performed by the Landscape Management Division staff on all City and Schools Division athletic fields, playgrounds, and park infrastructure, such as basketball courts, tennis courts, baseball backstops, picnic shelters, benches, bleachers, sidewalks, trails, bridges and parking lots. During the condition assessment inspection process, the condition of each asset is rated on a numeric scale with a low score indicating an asset is in need of major repairs or replacement. Condition assessment inspection scores and inspector comments are entered into the automated work order system to document findings and to generate *Facility Inspection Reports*.

Facility Routine Inspections: Routine inspections by the Landscape Management Division staff are incorporated into each maintenance cycle and the inspection frequency is dependent on the tier level assigned to each site. A routine inspection report form known as the *Picture Perfect Facility Inspection Form* is a tool that prompts a division maintenance supervisor to look for specific maintenance issues that should be addressed immediately, completed on the next cycle, or submitted as a service request. The Picture Perfect Facility Inspection Form has been added as a tab option in the Hansen™ system work order window to document maintenance issues.

Agency Evidence of Compliance Documentation:

[7.5 – 1.Facility & Grounds Maintenance & Operations Management Standards](#)

Agency Self Review: MET

Visitor Comments:

The Agency submitted their Facility and Grounds Maintenance and Operations Management Standards which addresses park and facility site classifications along with maintenance standards.

This evidence of compliance meets this standard.

Visitor Evaluation: Met Not Met

7.5.1 - Facility Legal Requirements

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

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

Agency Evidence of Compliance: Department of Parks and Recreation division administrators and facility site managers are assigned the responsibility for ensuring their assigned facilities are inspected and permitted regularly by the appropriate local and state regulatory agencies as required to ensure continued compliance with all legal requirements regarding the protection of the health, safety, and welfare of all citizens who utilize department managed City facilities. A matrix of examples of facilities and the types of regulatory permits, licenses, and inspections with last effective dates is as follows:

Inspection Type	Frequency	Inspected By	Last Inspection
Recreation Centers Swimming Pool Permits	Annually	Commonwealth of Virginia Department of Public Health	January 2019
Indoor Swimming Pool Permits	Annually	Commonwealth of Virginia Department of Public Health	May 2018
Lap Pool Permits	Annually	Commonwealth of Virginia Department of Public Health	May 2018
Child Day Care Centers Licenses	Annually	Commonwealth of Virginia Department of Social Services	January 2019
Food Concession Permits	Annually	Commonwealth of Virginia Department of Public Health	July 2018
Emergency Generators Testing Reports	Annually	City Department of Public Works	February 2018
Emergency Lighting/ Exit Lights Testing Reports	Annually	City Department of Public Works	February 2018
Amusement Rides Safety Inspections	Annually	City Department of Permits and Inspections	June 2018
Fire Inspection Permits All Facilities	Annually	City Fire Department	June 2018

Agency Evidence of Compliance Documentation:

[7.5.1 – 1.Examples of Regulatory Permits, Licenses, and Inspections](#)

[7.5.1 – 2.Examples of Regulatory Permits, Licenses, and Inspections](#)

Agency Self Review: MET

Visitor Comments:

The Agency provided a matrix showing the types of permits, frequency of inspection, issuing authority and date of last inspection along with copies of certificates. This standard has been met.

Visitor Evaluation: Met Not Met

7.5.2 - Preventative Maintenance Plan

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

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

Agency Evidence of Compliance: Department of Parks and Recreation staff coordinates the preventive maintenance of all department managed facilities in accordance with the Department's *Preventive Maintenance Plan* that complies with all City policies and procedures regarding the maintenance and replacement of infrastructure, systems, and assets. Preventive maintenance of Department Parks and Recreation facilities and assets is generally performed by staff from the Department of Parks and Recreation; the Department of Public Works, Building Maintenance Division; the Department of Fire, Fire Marshall's Office; and the Virginia Beach Department of Public Health as follows:

Department of Public Works, Building Maintenance Division: The Building Maintenance Division staff performs systematic inspections and maintenance of department facilities including the maintenance of all building systems. The Building Maintenance Preventive Maintenance Schedule

lists the inspected items and the frequency of inspection. Building Maintenance staff also provides custodial services to all department buildings per the Building Maintenance Recreation Center Cleaning Standards. Building Maintenance staff also performs annual recreation center pool electrical inspections for the Department of Health.

Department of Public Works, Fleet Management Division: The Fleet Management Preventive Maintenance Schedule SOP establishes preventive maintenance schedules for all Department of Parks and Recreation City fleet assets. Interval frequencies are established based on odometer or hour meters, time, application/environment and minimum manufacturer's recommendations.

Fire Marshall's Office and Department of Public Works, Building Maintenance Division: The systematic inspection and maintenance of all department facility fire alarm systems, fire suppression systems, emergency lighting systems, backflow assemblies and fire extinguishers is conducted by City Fire Marshall's Office staff and Building Maintenance Division staff. These tasks are documented in written Fire Alarm Inspection Reports.

Virginia State Department of Health: The Virginia State Department of Health staff annually inspects the full-sized kitchens in all department recreation centers in order for the department to maintain state certification as a Food Service Establishment. All inspections are documented in written *Food Establishment Inspection Reports* that lists the items that are inspected and passed by the state.

The Virginia Beach Department of Public Health: The Virginia Beach Department of Public Health staff inspects and issues Indoor Pool Operating Permits allowing the Department of Parks and Recreation to operate public indoor swimming pools. The issuance of operating permits indicates that the pools are operated in accordance with all state and local codes and regulations.

Department of Parks and Recreation, Programing and Operations Division: Programing and Operations Division staff performs routine preventive maintenance inspections of all recreation center pools and pool equipment based on a systematic Pool Maintenance Schedule. All staff inspections are documented on daily and weekly Pool Inspection Forms that identify the condition of all inspected items.

Department of Parks and Recreation, Programing and Operations Division: Programing and Operations Division staff performs routine safety and preventive maintenance inspections of fitness and recreation equipment used in all recreation centers. This preventive maintenance includes repairs, lubrication of moving parts, and cleaning and sanitization of each piece of equipment. These inspections are documented on a Weight Room Cleaning Form and a Weight Room Repair Log.

Department of Parks and Recreation, Programing and Operations Division: Programing and Operations Division staff maintains a Building Maintenance Work Order Log for all facility maintenance and repair work orders that are submitted to the Building Maintenance Division. As work orders are successfully completed, the work orders are signed off by Building Maintenance Division staff.

Department of Parks and Recreation, Landscape Management Division: The Department of Parks and Recreation, Landscape Management Division staff and Parks and Natural Areas Bureau staff are responsible for the regular systematic preventive maintenance inspection of all park facilities and park infrastructure to include buildings, playgrounds, picnic shelters, benches, bleachers, bridges, concrete and asphalt walkways, tennis courts, basketball courts, fencing, athletic fields and athletic field fencing. The condition of all assets during an inspection is rated on a numeric scale. A low score indicates that the asset is in need of major repairs or replacement and a high score indicates an asset is in good condition. Scores and comments are entered into an automated Infor Public Sector 8™ work order system to document findings and to generate inspection reports. A Shelter Inspection Report includes comments specifying the issues discovered during the inspection. Spot safety and maintenance inspections are also performed by Landscape Management Division staff and Parks and Natural Areas Bureau staff each time a specific park is visited and an automated Hansen maintenance work order is generated for all maintenance deficiencies that are identified. If larger catastrophic maintenance issues are identified, those issues are prioritized for funding as park renovation capital projects that are funded through the Department of Parks and Recreation Capital Improvement Program that funds all major department capital repair and renovation projects.

All City playgrounds that are managed by the Department of Parks and Recreation receive regular preventive maintenance inspections that are conducted by staff NRPA certified playground safety inspectors on a systematic schedule to ensure that a safe environment is maintained at all times for the public. All playground safety-related maintenance discrepancies that are identified during the inspection process are considered a top maintenance priority and are remediated in a timely manner. Documents related to the playground's inspection, maintenance, and repair process are the Playground Inspections Monthly by Route, Playground Inspection Form, Playground Inspection/Maintenance Process 2017, and the Playground Process and Procedure.

Agency Evidence of Compliance Documentation:
[7.5.2 – 1.Parks and Recreation 2018 Preventive Maintenance Plan](#)

Agency Self Review: MET

Visitor Comments:

The Agency provided a copy of their 2018 Preventive Maintenance Plan which included copies of recent inspections and preventive maintenance schedules for parks and facilities. This standard has been met.

Visitor Evaluation: Met Not Met

7.6 - Fleet Management Plan

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

Suggested Evidence of Compliance: Provide the fleet management plan.

Agency Evidence of Compliance: The Department of Parks and Recreation has established and follows the department *Parks and Recreation Fleet Management Plan*. This plan is governed by the provisions of *City Administrative Directive AD 5.07 (Repair and Maintenance of Fleet Assets by City Employees)* that was executed by the City Manager and the *Department of Public Works SOP 18.3 (Equipment and Fleet Management: Operator Inspection)*.

The City Department of Public Works, Fleet Management Division staff is responsible for the inspection, maintenance, repair, and replacement of all Department of Parks and Recreation capital vehicles and equipment. In order to avoid extensive downtime and costly repairs of fleet assets, the Fleet Management Division staff also manages the Preventive Maintenance Program for all City vehicles and equipment. Preventive maintenance schedules are established in order to effectively maintain and prolong the life of vehicles and equipment in the City fleet. Maintenance and repair records of all department capital vehicles and equipment are maintained in the Fleet Management Division, and an inventory is maintained through the City Capital Assets Inventory System that is updated annually. Disposition of assets are in accordance with *City Administrative Directive AD 6.01 (Asset Disposition)*.

To ensure all City fleet assets are utilized appropriately, parameters governing fleet asset operation are outlined in *City Administrative Directive AD 5.01 (Fleet Asset Operation)* and *City Administrative Directive AD 5.10 (No Idling Policy)*. Additionally, the Department of Parks and Recreation utilizes an Automated Vehicle Locator (AVL) Tracking System on its vehicle fleet assets in order to enhance operational efficiencies and asset management programs that result in reduced operational costs such as reduced fuel consumption, increased employee productivity, enhanced customer service response, and asset security. The department follows the *Installation, Maintenance and Monitoring of the Automated Vehicle Locator System Policy*.

The replacement of all Department of Parks and Recreation capital vehicles and equipment is governed by the provisions of *Department of Public Works SOP 18.7 (Equipment and Fleet Management Replacement Policy)* that is administered by the Department of Public Works, Fleet Management Division that specifies the procedures for the Department of Parks and Recreation to request replacement of capital vehicles and equipment.

Agency Evidence of Compliance Documentation:

[7.6 – 1.Parks and Recreation 2018 Fleet Management Plan](#)

[7.6 – 2.Administrative Directive AD 5.07 \(Repair and Maintenance of Fleet Assets by City Employees\)](#)

[7.6 – 3.Public Works SOP 18.3 \(Equipment and Fleet Management: Operator Inspection\)](#)

[7.6 – 4.Administrative Directive AD 6.01 \(Asset Disposition\)](#)

[7.6 – 5. Administrative Directive AD 5.01 \(Fleet Asset Operation\)](#)

[7.6 – 6. Administrative Directive AD 5.10 \(No Idling Policy\)](#)

[7.6 – 7. Installation, Maintenance, and Monitoring of Automated Vehicle Locator System Policy](#)

[7.6 – 8. Department of Public Works, SOP 18.7 \(Equipment and Fleet Management Replacement Policy\)](#)

Agency Self Review: MET

Visitor Comments:

The Agency submitted a copy of the 2018 Fleet Management Plan along with several Administrative Directives relative to Fleet Management such as Asset Disposition, Fleet Asset Operation and No Idling Policy. This standard has been met.

Visitor Evaluation: Met Not Met

7.7 - Agency-Owned Equipment, Materials, Tools, and Supplies Policies and Procedures

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

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

Agency Evidence of Compliance: The Department of Parks and Recreation has established the *Agency Owned Equipment, Materials, Tools and Supplies Policies and Procedures* that complies with City policies and procedures regarding the purchase and accountability of all Department of Parks and Recreation equipment, materials, tools, and supplies as governed by the provisions of the City of Virginia Beach *Procurement Manual* and the provisions of *Administrative Directive AD 6.02 (Sustainable Procurement)* that are both administered by the City's Department of Finance, Purchasing Division staff.

The management of and accountability for all Department of Parks and Recreation information technology assets and related services is governed by the provisions of *Administrative Directive AD 2.04 (Information and Communications Technology Acceptable Use)* and *Administrative Directive AD 2.06 (Information Technology Infrastructure and Asset Management)*. These

administrative directives require the Department of Parks and Recreation staff to coordinate the acquisition, installation, maintenance, security, and disposition of all City computer systems with the City Department of Communications and Information Technology.

The management of and accountability for all Department of Parks and Recreation wireless communications technology assets and related services is governed by the provisions of *Administrative Directive AD 2.05 (Use of Wireless Phones and Services)*. This administrative directive designates the Department of Communications and Information Technology, Telecommunications Division as the administrator of the City cellular contract and specifies that the utilization of City wireless communication equipment by Department of Parks and Recreation staff is authorized for official City business purposes only.

The disposition of all capital and non-capital Department of Parks and Recreation assets is governed by *Administrative Directive AD 6.01 (Asset Management)*. This administrative directive specifies the guidelines and procedures for the Department of Parks and Recreation to dispose of excess, obsolete, salvageable, or extensively damaged City assets.

In addition, *Administrative Directive AD 5.01 (Fleet Asset Operation)* requires Department of Parks and Recreation staff that operates a City vehicle or equipment to be trained every four years in defensive driving techniques and to have an annual driving record background check. A drug and alcohol test is also required for all department staff that is required to obtain a Commonwealth of Virginia Commercial Driver's License to operate their assigned City vehicle. All department staff is also required to certify that they maintain State of Virginia required minimum insurance limits when they operate their private vehicle on official City business.

Agency Evidence of Compliance Documentation:

[7.7 – 1.Parks and Recreation Agency Owned Equipment, Materials, Tools and Supplies Policies and Procedures](#)

[7.7 – 2.City of Virginia Beach, Procurement Manual](#)

[7.7 – 3.City Administrative Directive AD 6.02 \(Sustainable Procurement\)](#)

[7.7 – 4.City Administrative Directive AD 2.04 \(Information and Communications Technology Acceptable Use\)](#)

[7.7 – 5.City Administrative Directive AD 2.06 \(Information Technology Infrastructure and Asset Management\)](#)

[7.7 – 6.City Administrative Directive AD 2.05 \(Use of Wireless Phones and Services\)](#)

[7.7 – 7.City Administrative Directive AD 6.01 \(Asset Management\)](#)

[7.7 – 8.City Administrative Directive AD 5.01 \(Fleet Asset Operation\)](#)

Agency Self Review: MET

Visitor Comments:

The Agency has provided the policies and procedures for Park and Recreation Agency Owned Equipment, Materials, Tools and Supplies. In addition, they also provided several Administrative

Directives relative to procurement, use and operation of city-owned equipment.

Visitor Evaluation: Met Not Met

7.7.1 - Building Plans and Specifications

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

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

Agency Evidence of Compliance: The Department of Public Works, Facilities Management Division is responsible for maintaining all official City building facility plans and specifications for all City municipal building facilities. The Department of Parks and Recreation, Planning, Design and Development Division is responsible for maintaining all department building facility plans and specifications for all department building facilities with greater than 10,000 square feet of indoor space that were constructed since 1965 that include the new department 25,000sf *Administration Building Facility Plan*, the new department 87,000sf *Kempsville Community Recreation Center Facility Plan*, and the new department 68,000sf *Bow Creek Community Recreation Center Facility Plan*. Additional plans and specifications for department managed facilities in excess of 10,000sf that are maintained by the department include the 83,000sf Bayside Community Recreation Center, the 83,000sf Great Neck Community Recreation Center, the 83,000sf Princess Anne Community Recreation Center, the 71,000sf Williams Farm Community Recreation Center, the 23,000sf Landscape Management Division Administration Building, and the 22,000sf Seatack Community Recreation Center.

Agency Evidence of Compliance Documentation:

- [7.7.1 – 1.Parks and Recreation Administration Building First Floor Facility Plan](#)
- [7.7.1 – 2.Parks and Recreation Administration Building Second Floor Facility Plan](#)
- [7.7.1 – 3.Kempsville Community Recreation Center Facility Plan Vol 1](#)
- [7.7.1 – 4.Kempsville Community Recreation Center Facility Plan Vol 2](#)
- [7.7.1 – 5.Bow Creek Community Recreation Center Facility Plan](#)

Agency Self Review: MET

Visitor Comments:

The Agency submitted copies of five plans and specifications that are kept on file for facilities

greater than 10,000 square feet. In addition, the Agency listed other facilities which meet the criteria and confirmed that plans are kept in file. This standard has been met.

Visitor Evaluation: Met Not Met

7.7.2 – Land and Lease Records

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

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

Agency Evidence of Compliance: The Department of Parks and Recreation manages an extensive inventory of nearly 300 individual City owned sites totaling 7,400 acres. General property information for each of these parcels is maintained in an *Inventory of Sites Database* on the Department of Parks and Recreation computer database server so reports can easily be prepared and high level information is easily accessible to department staff. More specific information regarding each of these sites is maintained on the City GIS server and is made available to all department staff as well as the general public through a citywide automated mapping system called *City Map 3*. Some examples of the comprehensive information available about each parcel in the City Map 3 database have been provided as Evidence of Compliance Documentation.

Department of Parks and Recreation staff is also responsible for the administration of numerous formalized cooperative facility use and maintenance agreements between the City and numerous non-profit agencies and corporate organizations that include but are not limited to the *Great Neck Baseball League Lease*, *Hampton Roads Soccer Complex Lease*, *Sportsplex Facility Management Agreement*, *Stumpy Lake Golf Course Lease*, *Virginia Beach Field House Ground Lease*, and the *Virginia Beach National Golf Course Lease*. Current copies of these documents are maintained on the department computer database server and have been provided as Evidence of Compliance Documentation.

Agency Evidence of Compliance Documentation:

[7.7.2 – 1.Inventory of Sites Database](#)

[7.7.2 – 2.City Map 3 Property Information Sample 1](#)

[7.7.2 – 3.City Map 3 Property Information Sample 2](#)

[7.7.2 – 4.City Map 3 Property Information Sample 3](#)

[7.7.2 – 5.Land and Lease Records File:](#)

- Great Neck Baseball League Lease
- Hampton Roads Soccer Complex Lease
- Sportsplex Facility Management Agreement
- Stumpy Lake Golf Course Lease
- Virginia Beach Field House Ground Lease
- Virginia Beach National Golf Course Lease

Agency Self Review: MET

Visitor Comments:

The Agency has submitted land records on file for sites acquired since 1965 to include the agreements or Memorandum of Understandings for these sites. In addition, an inventory of sites with land acquisition date was provided as well as inventory maps.

Visitor Evaluation: Met Not Met

7.8 - Environmental Sustainability Policy and Program

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

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

Agency Evidence of Compliance: Both the City and Department of Parks and Recreation are strong advocates of environmental sustainability and both have implemented sustainability management practices and procedures that enhance the natural environment through the implementation of best management practices and citizen engagement and education. Included below are numerous examples of City and Department of Parks and Recreation policies and plans that have established environmental sustainability initiatives in which the City and the Department of Parks and Recreation uphold and implement the principles of a comprehensive environmental sustainability strategy:

City Environmental and Sustainability Plan: The traditional definition of environmental sustainability calls for policies and strategies that meet the needs of the present society without compromising the needs of future generations. The City Environment and Sustainability Office

implemented the *City of Virginia Beach Community Plan for a Sustainable Future* as an overarching guidance policy that will be directed by principles that promote actions and attitudes to help focus City and community efforts to achieve this vision in matters related to environmental, economic and social sustainability. Actions are fine-tuned to balance economic, environmental, and social sustainability so that a desired outcome in any one of these three areas of sustainability does not ignore the implications of the other two areas of sustainability.

Department of Parks and Recreation Environmental Sustainability Policy: The department Environmental Sustainability Policy outlines department initiatives regarding energy conservation and environmental sustainability.

Administrative Directive AD 3.22 (Green Building Criteria for New City Buildings): Administrative Directive AD 3.22 that was executed by the City Manager requires all City departments to execute implementation of a green building program consistent with the United States Green Building Council's Leadership in Energy and Environmental Design (LEED) criteria. The administrative directive states that whenever technically and fiscally possible, all new City building projects that have over 10,000 square feet of conditioned space will be designed and constructed to achieve no less than a LEED Certified rating. The new 71,000sf Williams Farm Community Recreation Center, the new 68,000sf Bow Creek Community Recreation Center, and the new 87,000sf Kempsville Community Recreation Center that are operated and managed by the Department of Parks and Recreation are prime examples of the department's commitment to the principles of environmental sustainability.

Administrative Directive AD 3.27 (Energy Management for Municipal Operations): Administrative Directive AD 3.27 that was executed by the City Manager formally established a City Energy Management Office to administer a City energy management program to facilitate energy conservation throughout the City government with the goal of significantly reducing the consumption of electrical, natural gas, propane, diesel, and gasoline by all City departments and to ensure a strategic approach to energy monitoring and analysis. The Department of Parks and Recreation has implemented numerous effective energy conservation strategies including replacing department building lighting, HVAC, and mechanical systems that has resulted in a significant reduction in annual electrical consumption as well as closely monitoring road routes of department maintenance vehicles that has resulted in a significant reduction in annual gasoline and diesel fuel consumption.

Administrative Directive AD 6.02 (Sustainable Procurement): Administrative directive AD 6.02 was executed by the City Manager requires all City departments to: "Where at all possible, to the maximum extent practicable and to the extent authorized by state and local law, City departments and agencies will make reasonable efforts to purchase products with specifications that can incorporate the use of recycled materials, reusable products and products designed to be recycled" in accordance with the provisions of the City Environmental Sustainability Plan.

City Urban Forest Management Plan: In January 2014, a new City Urban Forest Management Plan was adopted by the City Council as an integral component of the City Comprehensive Plan.

This accomplishment was led by Department of Parks and Recreation staff with collaborative input from a broad cross section of staff from numerous City departments, citizen groups, and the staff from the Virginia State Forestry Department. The Urban Forest Management Plan provides a broad range of actions that will sustain a healthy and vibrant urban forest throughout the City by looking over a 20-year horizon and recommending specific actions the City must take to protect and enhance the environment that trees provide. One of the goals of the Urban Forest Management Plan is to increase the citywide tree canopy from 36% to 45% over the next twenty years.

City Open Space Acquisition Program: The City Open Space Acquisition Program that was established by the City Council in May 2001, is administered by Department of Parks and Recreation, Planning, Design, and Development Division staff that works closely with a nine-member citizen Open Space Advisory Committee. The members of the Open Space Advisory Committee provide guidance for the Virginia Beach Outdoors Plan open space acquisition initiative. To accomplish this initiative, Committee members have met monthly since June 2001 and have dedicated numerous hours to evaluate properties for possible acquisition by the City for open space preservation. The mission of the Open Space Advisory Committee is to research and evaluate undeveloped properties throughout the City for possible acquisition by the City to preserve the properties in their natural state as open space. Many of the properties that have been evaluated by the Open Space Advisory Committee were identified in the *Virginia Beach Outdoors Plan* as potential open space preservation properties. City residents and community groups have also brought numerous other properties to the attention of the Open Space Advisory Committee that reports to the Parks and Recreation Commission and to the City Council. To date, approximately twenty-nine hundred (2,900) acres throughout the City have been acquired and preserved as open space.

Agency Evidence of Compliance Documentation:

[7.8 – 1.City of Virginia Beach, Community Plan for a Sustainable Future](#)

[7.8 – 2.Parks and Recreation Environmental Sustainability Policy](#)

[7.8 – 3.Administrative Directive AD 3.22 \(Green Building Criteria for New City Buildings\)](#)

[7.8 – 4.Administrative Directive AD 3.27 \(Energy Management for Municipal Operations\)](#)

[7.8 – 5.Administrative Directive AD 6.02 \(Sustainable Procurement\)](#)

[7.8 – 6.City of Virginia Beach, Urban Forest Management Plan](#)

[7.8 – 7.City Ordinance to Establish Open Space Acquisition Program](#)

[7.8 – 8.City of Virginia Beach, Outdoors Plan](#)

Agency Self Review: **MET**

Visitor Comments:

The Agency submitted a copy of the City’s Community Plan for a Sustainable Future which outlines the City’s roadmap to sustainability along with goals, objectives and community engagement. The Agency also provided plans and programs which directly tie into the City’s sustainability plan. The evidence of compliance meets this standard.

Visitor Evaluation: Met Not Met

7.9 Natural Resource Management Plans and Procedures

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

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

Agency Evidence of Compliance: Some examples of City and Department of Parks and Recreation developed plans and programs that have served to establish administrative policies, practices, and procedures regarding the effective management of natural resources throughout the City include the *City of Virginia Beach, Comprehensive Plan* that provides an environmental stewardship framework, the *City A Community Plan for a Sustainable Future* that outlines natural resource preservation practices, the *City of Virginia Beach, Urban Forest Management Plan* that stresses the importance of trees, tree management, and natural resource ecology, the *Virginia Beach Outdoors Plan* that documents the need for community involvement, and the *Virginia Beach Bikeways and Trails Plan* that outlines a proposed City trails system map.

Specific natural resource management plans for environmentally unique or sensitive areas include the *Lake Lawson/Lake Smith Natural Area Master Plan*, *Marshview Park Master Plan*, *Stumpy Lake Natural Area Master Plan* and the *Thalia Creek Greenway Master Plan*.

Department of Parks and Recreation staff also provide outreach and education via collaboration with universities and the public sector to enhance environmental and natural resource protection. Last year, department staff partnered with Virginia Tech University, the Southeast Virginia Urban Forest Roundtable, and the Virginia Beach Beautification Commission to conduct educational presentations to over 900 City residents during the period of calendar year 2017 and calendar year 2018. Department staff also presented the department Urban Tree Canopy Outreach and Education Program with Virginia Beach City Public Schools staff to several national conferences and shared its urban forest management curriculum with over one-hundred (100) educators, government employees, non-profit organizations and citizens. Over two-hundred (200) City elementary school, middle school, and high school students were empowered to share their creative ideas regarding improving tree canopy coverage throughout their communities through art, public engagements, rap songs, and meetings with the City Mayor.

Agency Evidence of Compliance Documentation:

[7.9 – 1. City of Virginia Beach, Comprehensive Plan](#)

[7.9 – 2. City of Virginia Beach, Community Plan for a Sustainable Future](#)

[7.9 – 3. City of Virginia Beach, Urban Forest Management Plan](#)

[7.9 – 4. City of Virginia Beach, Outdoors Plan](#)

[7.9 – 5. City of Virginia Beach, Bikeways and Trails Plan](#)

[7.9 – 6. Lake Lawson/Lake Smith Natural Area Master Plan](#)

[7.9 – 7. Marshview Park Master Plan](#)

[7.9 – 8. Stumpy Lake Natural Area Master Plan](#)

[7.9 - 9. Thalia Creek Greenway Master Plan](#)

Agency Self Review: MET

Visitor Comments:

The Agency submitted a copy of the Comprehensive Plan which does address the Department's natural resource management plan. In addition, several Departmental plans were provided which address specific natural resource management plans for projects. Some of these plans do include components of outreach and education.

Visitor Evaluation: Met Not Met

7.9.1 - Recycling and/or Zero Waste Plan

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

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

Agency Evidence of Compliance: The Department of Parks and Recreation is an active participant in the City sponsored Recycling Program that is administered by the City Department of Public Works and the department closely follows the provisions of the department *Recycling and Zero Waste Plan*. Through the partnership with the Department of Public Works staff, tree debris is collected weekly from homeowners and recycled into mulch that is subsequently installed in landscape beds at various municipal sites by Department Landscape Management Division staff. The department *Recycling and Zero Waste Plan* also provides for recycling of waste material

including trees, scrap metal, and plastic playground parts in all department facilities including administration buildings, community recreation centers, and City parks. The effectiveness of both the City and department recycling plans are systematically monitored through periodic statistical data reports such as the Hampton Roads Recycling Data Collection Report and the Parks and Recreation Recycle Rate Report that are received from the Hampton Roads area recycling contractor.

The *Hampton Roads 2017 Recycling Data Collection Report* indicated that the City Department of Public Works recycled 17,000 tons of paper, 1,400 tons of metal, 800 tons of plastic, 4,400 tons of glass, 215 tons of tires, 927 tons of used oil, 33 tons of batteries, 95 tons of electronics, 212 tons of aluminum, 4 tons of wooden pallets, 1,500 propane tanks, 8 tons of scrap water meters, 488 tons of concrete, 102,000 tons of asphalt, and 38,772 tons of yard waste.

The *Parks and Recreation 2017 Recycle Rate Report* indicated that the department recycled 6,400 pounds of playground equipment plastics, 8,300 pounds of paper, 125 pounds of alkaline batteries, 9,200 pounds of electronics, and 260 gallons of latex paint, and 60 tons of scrap metal.

All Department of Parks and Recreation community recreation centers display recycling containers in selected areas of the buildings for the public and department staff to recycle paper products, plastic and aluminum bottles, inkjet and laser printer cartridges, cell phones, and batteries. Educational signs are posted throughout the facilities on bulletin boards and near the recycling containers to encourage the recycling process. Recycling dumpsters are located in the rear of each community recreation center for weekly collection of the recyclable materials by a private company under contract with the City.

In addition, all Department of Parks and Recreation administrative offices display recycling containers in selected areas of the buildings for the public and department staff to recycle paper products, plastic, and aluminum bottles, inkjet and laser printer cartridges, cell phones, and batteries. Recycling containers are located in the rear of each administrative building for weekly collection of the recyclable materials by a private company under contract with the City.

Whenever possible, the Department of Parks and Recreation complies with the provisions of Administrative Directive AD 6.02 (*Sustainable Procurement*) that was executed by the City Manager that requires all City departments to implement effective sustainable procurement procedures that incorporate energy efficiency, the use of recycled materials, the use of reusable products, and the use of products designed to be recycled or composted.

Agency Evidence of Compliance Documentation:

[7.9.1 – 1.Parks and Recreation Recycling and Zero Waste Plan](#)

[7.9.1 – 2.Hampton Roads 2017 Recycling Data Collection Report](#)

[7.9.1 – 3.Parks & Recreation 2017 Recycle Rate Report](#)

[7.9.1 – 4.City Administrative Directive AD 6.02 \(Sustainable Procurement\)](#)

Agency Self Review: **MET**

Visitor Comments:

The Agency submitted the Parks and Recreation Recycling and Zero Waste Plan which addresses the Department's plan to recycle and divert waste away from landfill. In addition, copies of the 2017 recycling data collection report and recycle rate report were included. This standard has been met.

Visitor Evaluation: Met Not Met

7.10 - Maintenance Personnel Assignment Procedures

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

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

Agency Evidence of Compliance: The Department of Parks and Recreation, Landscape Management Division is responsible for providing quality maintenance services for all City parks and other properties that are managed by the department. To accomplish this initiative, division staff is assigned to one of four operational bureaus that were established to maximize the operational efficiency and effectiveness of the division. These bureaus, as specified in the *Landscape Management Division Organization Chart*, are the Asset Management Bureau, the Maintenance Management Bureau, the Special Zones Management Bureau, and the Life Cycle Management Bureau.

The Asset Management Bureau serves a matrix function by working with internal and external groups to efficiently and effectively manage all Landscape Management Division assets. These assets include vehicles and equipment, human resources, materials and supplies inventories, communications systems, and other technology. The Maintenance Management Bureau is responsible for all citywide routine landscape maintenance functions and allocates maintenance staff resources according to defined maintenance standards within four geographic zones throughout the City that maximizes maintenance coordination and efficiency. The Special Zones Management Bureau is responsible for ensuring the continued delivery of the highest tier of maintenance services for the City's most visible, intensively managed and maintained districts

where major public and private investment has occurred and where there is significant utilization. The Life Cycle Management Bureau is responsible for all proactive preventative maintenance programs by prioritizing responses to facility maintenance requests thereby ensuring safe and responsible life cycle asset management to stimulate the economic vitality of the community.

The Landscape Management Division employs a highly trained and competent maintenance staff with clearly defined position duties and responsibilities that are specified in the division *Maintenance Personnel Assignment Charts*. The Division has clearly defined maintenance and mowing standards for all City parks and other facilities and Division staff is assigned maintenance functions based upon their education, experience and technical training qualifications that are required to accomplish highly skilled tasks that are specific to each of the four bureaus in the division.

The Department of Parks and Recreation maintains a Staff Job Description Manual that contains all City approved position descriptions for all positions in the department. All department job descriptions include comprehensive information regarding the duties and responsibilities of the position, performance standards, the minimum proficiency required in knowledge, skills, and abilities, and the minimum qualifications of the position. Having approved position descriptions for all positions in the Landscape Management Division has established a division of labor as well as clearly defined duties and responsibilities for all division staff that ensures competent staff is available to perform a variety of maintenance tasks as assigned.

The Department of Parks and Recreation has an extensive position vacancy hiring process. A department *Hiring Reference Guide* that includes detailed instruction on the advertising of a position vacancy, interview panel selection, hiring question development, how to systematically review the applications utilizing a matrix method, and completing a selection comment form was developed by the department to assist hiring supervisors in the selection of the most qualified applicant. This extensive selection process ensures the department selects the most qualified applicant for all position vacancies in the Landscape Management Division and that all management and supervisory staff in the division are highly skilled in the management and daily supervision of maintenance work.

Agency Evidence of Compliance Documentation:

[7.10 – 1.Landscape Management Division Organization Chart](#)

[7.10 – 2.Maintenance Personnel Assignment Charts](#)

[7.10 – 3.Parks and Recreation Full-time Hiring Reference Guide](#)

Agency Self Review: **MET**

Visitor Comments:

The Agency provided copies of their Org Chart for their Landscape Management Division along with the Personnel Assignment Chart. In addition, a copy of the Hiring Reference Guide was

provided which guides staff to hire the most qualified persons.

Visitor Evaluation: Met Not Met

7.11 - Capital Asset Depreciation and Replacement Schedule

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

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

Agency Evidence of Compliance: The Department of Parks and Recreation continually strives to protect all department capital assets, optimize the return-on-investment of all capital assets, and maximize the life cycle of all capital assets in the department. Department of Parks and Recreation management staff are responsible for the maintenance, custody, and control of all capital assets that are assigned to their respective operational divisions and bureaus and are also responsible for accurately reporting the acquisition of new capital assets to the City Department of Finance, Comptroller Division in order that a comprehensive City capital asset inventory can be maintained for all City departments in accordance with the provisions of *City Administrative Directive AD 6.01 (Asset Management)* that was executed by the City Manager.

The provisions of *City Administrative Directive AD 6.01 (Asset Management)* specify that Capital Assets are defined as items with a useful life of greater than one year and a purchase price of more than \$5,000. The purchase of new or replacement capital assets in the Department of Parks and Recreation is required to be funded in the department's City Council approved annual operating budget document effective July 1 of each fiscal year and the department is required to report all acquisitions of capital assets to the City Department of Finance, Comptroller Division to be added to the City capital asset inventory. All Department capital assets have a predictable life cycle and therefore a projectable replacement timeframe and replacement cost estimate that are categorized into four facility types: *buildings, paving, play systems* and *shelters*. Variations from a planned replacement schedule of a capital asset can occur occasionally depending on regular condition assessments and site inspections that are performed by multiple Department divisions.

The replacement of all Department of Parks and Recreation vehicular capital assets with a purchase price of more than \$5,000 is required to be approved and funded in the City Department of Public Works, Fleet Management Division annual operating budget that is approved by City Council and becomes effective July 1 of each fiscal year. The replacement schedule for all capital vehicles and equipment for the department is determined by a citywide numerical priority replacement ranking system that is based on the age, repair history, and current condition of each vehicle or piece of

capital equipment in the City inventory. The current department vehicular capital asset inventory is documented in the *Parks and Recreation Vehicle and Equipment Inventory Report*. The current department vehicular capital asset replacement schedule is documented in the *Parks and Recreation Vehicle Replacement Schedule Report*.

The City operates on a six-year Capital Improvement Program budget cycle that is reviewed and approved by the City Council beginning July 1 of each fiscal year. The Department of Parks and Recreation, Planning, Design and Development Division staff is responsible for managing the *Parks and Recreation Capital Improvement Program Budget* financial plan for all CIP projects that includes all CIP project construction schedules, total project funding to date, and total project funding needed each year during the six year funding cycle to adequately fund each capital project. This comprehensive capital asset replacement financial plan is updated on July 1 of each fiscal year for all projects based on available capital project budgetary funding allocations, the planned capital asset replacement schedule, and identified community priorities.

The challenge facing department management staff each fiscal year is to maintain an effective prioritized funding strategy for the renovation of older parks and recreation facilities to replace existing capital assets that have reached the end of their life cycle while also appropriating adequate funding for the construction of new facilities in response to the ever changing facility, programmatic, and services needs of our dynamic community.

Agency Evidence of Compliance Documentation:

[7.11 – 1.Administrative Directive AD 6.01 \(Asset Management\)](#)

[7.11 – 2.Lifecycle of Buildings Replacement Schedule](#)

[7.11 – 3.Lifecycle of Paving Replacement Schedule](#)

[7.11 – 4.Lifecycle of Play Systems Replacement Schedule](#)

[7.11 – 5.Lifecycle of Shelters Replacement Schedule](#)

[7.11 – 6.Parks and Recreation Vehicle and Equipment Inventory Report](#)

[7.11 – 7.Parks and Recreation Vehicle Replacement Schedule Report](#)

[7.11 – 8.Parks and Recreation Capital Improvement Program Budget](#)

Agency Self Review: **MET**

Visitor Comments:

The Agency provided their Administrative Directive on Asset Management along with replacement schedules for various capital equipment and facilities, and program budget. This standard has been met.

Visitor Evaluation: Met Not Met

VISITATION REPORT SUMMARY FOR CATEGORY 7.0

(FACILITY AND LAND USE MANAGEMENT)

Reviewed By: *Oscar Carmona*

Unmet Standards: *(List the Standard # and Name)*

Provide clarification for all unmet fundamental standards :

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.

Laws and ordinances provide the foundation for controlling activities and behavior within the jurisdiction of the agency. General municipal codes, laws and ordinances and state and federal laws are applicable to parks and recreation areas and facilities. However, these laws generally have broad application and lack specificity as they relate to the control and management of parks and recreation areas and facilities. Special laws and ordinances may be enacted to specifically address and guide public use and behavior and may delegate authority to issue and enforce permits, licenses, rules and regulations applicable to parks and recreation areas and facilities.

Agency staff is first-in-line to gain compliance with ordinances, rules and regulations. Regardless of whether the agency employs law enforcement officers or contracts for law enforcement services, agency staff has responsibility to educate patrons on the proper use of parks, recreation areas and facilities. However, when patrons fail to comply, enforcement becomes the responsibility of sworn law enforcement officers.

For agencies relying on the services of law enforcement officers from other jurisdictions or departments, it is essential that formalized liaison relationships be established between agency staff and the official law enforcement organization.

Particular attention should be given to national, state and local emergency plans and procedures directed toward large-scale natural disasters, such as earthquakes, tornadoes, hurricanes, forest fires, and floods. Plans should include evacuation procedures, inventories and locations of equipment and materials, displacement plans for facility residents and activities, and provision of psychological aid for staff affected by emergencies.

8.1 - Codes, Laws, and Ordinances ★

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

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

Agency Evidence of Compliance: The primary authority for public safety and law enforcement in all Department of Parks and Recreation managed areas and facilities is specified in the City Code Section 24-3 (*Fees, Policies, Procedures, Rules and Regulations Pertaining to the Use of City Parks, Recreational Facilities, and Parks and Recreation Equipment*). This City Code

provision authorizes the Director of Parks and Recreation to adopt and enforce reasonable policies, procedures, and rules and regulations pertaining to the use of department managed City facilities and all law enforcement related matters. Parks and Recreation staff inform the public of facility rules and regulations, and enforce as needed. The legal authority to enforce all laws and ordinances pertaining to activity within Department of Parks and Recreation managed City parks, recreation areas, and facilities is the responsibility of sworn law enforcement officers in the City Police Department.

There are numerous other City Code provisions that directly apply to the control and management of Department of Parks and Recreation managed areas and facilities. These City Code provisions include but are not limited to the following:

Sections 23-43.2 (Nighttime Use of City Parks)

Sections 23-43 (Trespass after Being Forbidden to do so)

Sections 5-547 (Feeding of Wildlife)

Sections 6-12 (Riding Horses or Driving Vehicles on the Beach or Dunes)

Sections 5-531 (Keeping Dogs under Restraint/Leash Law)

Chapter 6, Various Sections (Use of Waterways for Swimming and Fishing)

Section 23-22.1 (Drinking Alcoholic Beverages in a Public Place)

To ensure that visitors to Department of Parks and Recreation managed areas and facilities are informed regarding the codes, laws, and ordinances that govern their behavior while visiting an area or facility, applicable City Code provisions are posted on Department of Parks and Recreation facility signage. Examples of a *Park Site Regulations Signage* and a *Park Site Regulations Flyer* have been provided as Evidence of Compliance Documentation. The public can also easily access these regulations on the department web site vb.gov/parks.

Agency Evidence of Compliance Documentation:

[8.1 – 1.City Code Section 24-3 \(Fees, Policies, Procedures\)](#)

[8.1 – 2.City Code Sections 23-43.2 \(Nighttime Use of City Parks\)](#)

[8.1 – 3.City Code Sections 23-43 \(Trespass after Being Forbidden to do so\)](#)

[8.1 – 4.City Code Sections 5-547 \(Feeding of Wildlife\)](#)

[8.1 – 5.City Code Sections 6-12 \(Riding Horses or Driving Vehicles on Beaches or Dunes\)](#)

[8.1 – 6.City Code Sections 5-531 \(Keeping Dogs under Restraint/Leash Law\)](#)

[8.1 – 7.City Code Chapter 6, Various Sections \(Use of Waterways for Swimming and Fishing\)](#)

[8.1 – 8.City Code Section 23-22.1 \(Drinking Alcoholic Beverages in Public\)](#)

[8.1 – 9.Park Site Regulations Signage](#)

[8.1 – 10.Park Regulations Flyer](#)

Agency Self Review: MET

Visitor Comments:

Standard met with the review of city codes, review of VBgov.com and visiting sights where signs

were posted in the parks. The authority rests with Director of Parks and Recreation to enforce the codes, rules and ordinances through relationship/partnership of the Virginia Beach Police Department.

Visitor Evaluation: Met Not Met

8.1.1 - Staff Liaison to Law Enforcement Officers

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

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

Agency Evidence of Compliance: In order to safely and effectively operate and manage all parks and recreation facilities, and administer all applicable laws, codes, rules, and regulations, key Department of Parks and Recreation staff maintain close operational working relationships with various City Police Department operational divisions and units including but not limited to the four Police Department operational precincts, Animal Control Bureau, Marine Patrol Bureau, and Special Operations Bureau. These close working relationships not only assist in providing general safety for the public and staff but also the coordination of appropriate Police Department responses to department managed facility sites regarding any situation requiring assistance by sworn law enforcement officers. These working relationships also support and encourage ongoing communication, dialogue, and feedback regarding various issues, projects, and incidents between department staff and Police Department staff.

Department of Parks and Recreation managed City facilities that require the most ongoing communication and coordination with the Police Department staff are the seven (7) City community recreation centers and the numerous City park system facilities. For that reason, the designated department liaison management staff that has been assigned by the Director of Parks and Recreation to primarily liaison with the Police Department division and bureau sworn officer staff for these department managed City facilities are as follows:

Member Services Coordinator (Cathy Staples) – All Community Recreation Center Facilities
Parks and Natural Areas Coordinator (Rick Rowe) – All City Park System Facilities

The staff liaison assignments listed above are also formally designated in the Department of Parks and Recreation *Basic Law Enforcement Policy and Procedure*.

Agency Evidence of Compliance Documentation:

[8.1.1 – 1.Parks and Recreation Basic Law Enforcement Policy](#)

Agency Self Review: MET

Visitor Comments:

Standard met with the review of Parks and Recreation Basic Law Enforcement Policy which has a sections on staff liaisons assigned to Recreation Operations Coordinator – Membership services, Sports Management Coordinator – Park Athletic Facilities, and Park & Nature Area Coordinator- Park and Park Facilities. Policy was created in 2012, with is last revision made in April of 2018 under the authority of Director, Michael Kirschman.

Visitor Evaluation: Met Not Met

8.2 - Authority to Enforce Laws by Law Enforcement Officers 

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

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

Agency Evidence of Compliance: The legal authority to enforce all laws and ordinances pertaining to activity within Department of Parks and Recreation managed City parks, recreation areas, and facilities is the responsibility of sworn law enforcement officers in the City Police Department. This law enforcement authority is governed by the provisions of the Code of Virginia Title 15.2, Chapter 17, Section 1704 (*Powers and Duties of Police Force*); the Code of Virginia Title 15.2, Chapter 11, Section 1124 (*Police Jurisdiction over Lands, Buildings, and Structures*); the Code of Virginia Title 9.1, Chapter 1, Section 101(*Definitions*) and the Virginia Beach City Code Chapter 27 (*Police*).

Additionally, to enhance communication and coordination of law enforcement matters and issues, a sworn Deputy Chief from the Police Department has been appointed by the Chief of Police to serve as the Police Liaison to the Department of Parks and Recreation. One of the assigned duties of this officer is to attend each of the monthly Parks and Recreation Commission meetings, and to serve as the primary point-of-contact to the Director of Parks and Recreation regarding any significant law enforcement issues within parks and recreation areas and facilities as required.

Agency Evidence of Compliance Documentation:

[8.2 – 1.Code of Virginia Title 15.2, Chapter 17, Section 1704 \(Powers and Duties of Police](#)

[Force\)](#)

[8.2 – 2.Code of Virginia Title 15.2, Chapter 11, Section 1124 \(Police Jurisdiction\)](#)

[8.2 – 3.Code of Virginia Title 9.1, Chapter 1, Section 101 \(Definitions\)](#)

[8.2 – 4.City Code Chapter 27 \(Police\)](#)

Agency Self Review: MET

Visitor Comments:

Standards met with review of “Power and Duties of Police Force, Police Jurisdiction, Definitions and Police,” documents provided.

Visitor Evaluation: Met Not Met

8.3 - Law Enforcement Officer Training

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

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

Agency Evidence of Compliance: The legal authority to enforce all laws and City ordinances within all City parks, recreation areas, and recreation facilities that are managed by the Department of parks and recreation is the sole responsibility of sworn law enforcement officers in the City Police department. This enforcement authority is governed by the provisions of the *Code of Virginia (Title 15.2, Chapter 17, Section 1704 (Powers and Duties of Police Force); Code of Virginia Title 15.2, Chapter 11, Section 1124 (Police Jurisdiction Over Lands, Buildings, and Structures); Code of Virginia Title 9.1, Chapter 1, Section 101(Definitions);* and the *Virginia Beach City Code Chapter 27.*

All new sworn law enforcement recruits of the City Police Department attend a 24-week Department of Criminal Justice Services accredited Law Enforcement Training Academy. During the training academy, officer recruits receive over 960 hours of detailed class room training regarding all facets of public safety and law enforcement and an additional 640 hours of practical field training. Written and/or practical performance objectives must be fulfilled in critical areas such as professionalism, legal, communication, patrol, investigations, defensive tactics, use of force, driver training, physical training, field training, and weapons. Details of this extensive training are contained in the *Virginia Beach Basic Police Recruit Training Academy Curriculum* and the *Commonwealth of Virginia, Department of Criminal Justice Services, Virginia Criminal*

Justice Training Reference Manual. All sworn law enforcement officers for the City also receive periodic training updates that are provided to all sworn officers by periodic training sessions conducted by senior officers and training bulletins distributed by the Police department. An example of a *Virginia Beach Police Training Update Lesson Plan* has been provided as Evidence of Compliance Documentation.

Agency Evidence of Compliance Documentation:

[8.3 – 1.Code of Virginia Title 15.2, Chapter 17, Section 1704 \(Powers and Duties of Police Force\)](#)

[8.3 – 2.Code of Virginia Title 15.2, Chapter 11, Section 1124 \(Police Jurisdiction\)](#)

[8.3 – 3.Code of Virginia Title 9.1, Chapter 1, Section 101 \(Definitions\)](#)

[8.3 – 4.Virginia Beach City Code Chapter 27](#)

[8.3 – 5.Virginia Beach Basic Police Recruit Training Academy Curriculum](#)

[8.3 – 6.Commonwealth of Virginia, Virginia Criminal Justice Training Reference Manual](#)

[8.3 – 7.Virginia Beach Police Training Update Lesson Plan](#)

Agency Self Review: MET

Visitor Comments:

Standard met with the review of Virginia Beach Basic Training, a conversation with chapter lead on how training is documented, and when training information gets update through lesson plans. Virginia Beach officers all complete “Recruit Training Academy Curriculum” and only sign off on trainings when there is a Policy Change.

Visitor Evaluation: Met Not Met

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

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

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

Agency Evidence of Compliance: All Department of Parks and Recreation staff, especially the facility management and operations staff, have an obligation to not only perform their job responsibilities in accordance with all applicable laws, codes, rules, and regulations, but also the

responsibility to inform and educate the public regarding the provisions of all applicable City and department laws, codes, rules, and regulations. Department staff also have the responsibility to attempt to correct violations and inappropriate behaviors at all levels, and, when the public refuses or fails to comply, contact the City Police Department for sworn police officer support and assistance. These staff responsibilities are specified in the provisions of the Department of Parks and Recreation *Basic Law Enforcement Policy and Procedure*.

In addition to verbal direct communication with the public and the posting of facility regulations on the Department of Parks and Recreation web site, the primary method of informing and educating the public on applicable laws, codes, rules, and regulations is to post the most common violations and issues in readily available and highly visible public areas such as information boards and kiosks that have been installed in all department managed major park facilities as well as all department managed community recreation centers. In addition, *Park Facility Regulatory Signage* is installed throughout the City park system at the primary entrances into the facilities and in other highly visible locations. These regulatory signs highlight the most common issues and rules violations in the park and may be site specific in some cases. Signage content such as “No Trespassing After Dark” is closely coordinated with the City Police Department, City Risk Management Office, and the Office of the City Attorney and always specifies the pertinent City Code provisions regarding the park regulation in order to ensure legal enforceability. Copies of City Codes and Regulations are also provided to the public as needed or when requested and are also provided as part of the facility and amenity rental process and the program registration process. Examples of *Park Regulations*, *Community Recreation Center Program Rules*, *Out of School Time Parent Handbook*, and the *Athletic Field Allocation Policy* have been provided as Evidence of Compliance Documentation.

Agency Evidence of Compliance Documentation:

[8.4 – 1.Parks and Recreation Basic Law Enforcement Policy and Procedure](#)

[8.4 – 2.Park Facility Regulatory Signage](#)

[8.4 – 3.Park System Regulations](#)

[8.4 – 4.Community Recreation Center Program Rules](#)

[8.4 – 5.Out of School Time Parent Handbook](#)

[8.4 – 6.Athletic Field Allocation Policy](#)

Agency Self Review: **MET**

Visitor Comments:

Standard met with the review of brochures at the front desk of each recreation facility, brochure regulation sheets given to all facility rentals, program rules attached to all registrations, and observing signs in the parks.

Visitor Evaluation: Met Not Met

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

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

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

Agency Evidence of Compliance: All Department of Parks and Recreation staff receive periodic in-service training regarding basic law enforcement procedures and staff roles and responsibilities in accordance with the provisions of the department *Basic Law Enforcement Policy and Procedure*. Staff training is accomplished during new staff orientation training sessions and during other quarterly, semi-annual, or annual staff training sessions. These staff training sessions include but are not limited to annual maintenance week facility closure staff in-service training sessions for all seven community recreation center staff, annual block staff training sessions for all Parks and Natural Areas Bureau staff, semi-annual in-service staff training sessions for all Out of School Time Program staff, and annual block staff training sessions for all Landscape Management Division staff. Examples of a staff training roster and training syllabus has been provided as Agency Evidence of Compliance Documentation for staff training sessions regarding *Basic Law Enforcement Roles, Emergency Operations Procedures, and Police Active Shooter Procedures*.

Agency Evidence of Compliance Documentation:

[8.4.1 - 1.Parks and Recreation Basic Law Enforcement Policy and Procedure](#)

[8.4.1 – 2.Parks and Recreation Basic Law Enforcement Roles Training Roster and Syllabus](#)

[8.4.1 – 3.Parks and Recreation Emergency Operations Procedures Training Roster and Syllabus](#)

[8.4.1 – 4.Parks and Recreation Police Active Shooter Procedures Training Roster and Syllabus](#)

Agency Self Review: MET

Visitor Comments:

Standards met with the review of trainings, policies, syllabus and trainings sign in sheets.

Visitor Evaluation: Met Not Met

8.4.2 - Handling of Disruptive Behavior Procedures

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

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

Agency Evidence of Compliance: Department of Parks and Recreation procedures regarding the management and reporting of disruptive behavior such as unruly patrons and visitors, assaults, batteries, crowd disturbances, and other types of incidents on Department of Parks and Recreation managed City property are governed by the provisions of *City Policy #6.17 (Violence Prevention Policy)*, the provisions of *City Policy #6.18 (Weapons Policy)*, the provisions of *Department of Parks and Recreation Mandt System® Training Policy and Procedure* and the provisions of *Department of Parks and Recreation Basic Law Enforcement Policy and Procedure*.

To ensure that Department of Parks and Recreation staff have been effectively trained in the appropriate procedures to take in response to an unruly patron or visitor incident on Department of Parks and Recreation managed City property, department staff are required to receive specialized training regarding the strategies of *The Mandt System®*, a nationally recognized training program that provides skills and strategies for de-escalating, resolving, and preventing conflict, aggression, and violence between individuals as follows:

The Mandt System® Relational Training Component consists of one 4-hour training session that is designed for staff that interacts on a daily basis with people who, for the most part, are cooperative. The most important part of any crisis interaction training is having the proper attitude and philosophy so the importance of de-escalating the situation and interacting with people is stressed during the training session.

The Mandt System® Technical Training Component consists of a second 4-hour training session that is designed for Department of Parks and Recreation staff that interact on a daily basis with individuals that may become uncooperative or aggressive towards staff or other patrons and visitors. A system of gradual and graded alternatives for de-escalating and managing people is presented, using a combination of inter-personal communication skills and physical interaction techniques designed to reduce the chance of injury to all the participants in an encounter. The interpersonal skills from the relational training component are reviewed and practiced, but emphasis is placed on learning appropriate physical skills while maintaining a high level of dignity and respect.

All Department of Parks and Recreation staff receive periodic in-service training regarding basic law enforcement procedures and staff roles and responsibilities in accordance with the provisions of the department *Basic Law Enforcement Policy and Procedure*. Department of Parks and Recreation staff training is accomplished during new staff orientation sessions and during other

quarterly, semi-annual, or annual staff training sessions such as the annual maintenance week facility closure staff in-service training sessions for all community recreation center staff, the annual staff in-service training sessions for all park system staff, the semi-annual staff in-service training for all Out of School Time Program staff, and the annual staff in-service training sessions for all Landscape Management Division staff.

Agency Evidence of Compliance Documentation:

[8.4.2 – 1.City Policy #6.17 \(Violence Prevention\)](#)

[8.4.2 – 2.City Policy #6.18 \(Weapons\)](#)

[8.4.2 – 3.Parks and Recreation Mandt System Training Policy and Procedure](#)

[8.4.2 – 4.Parks and Recreation Basic Law Enforcement Policy and Procedure](#)

[8.4.2 – 5.Parks and Recreation Mandt System Training Slides](#)

Agency Self Review: MET

Visitor Comments:

Standards met with the review of trainings, policies, syllabus and trainings sign in sheets.

Visitor Evaluation: Met Not Met

8.4.3 - Traffic Control, Parking Plans, and Crowd Control

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

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

Agency Evidence of Compliance: Traffic control, parking, and crowd control plans for all large special events on Department of Parks and Recreation managed City property are coordinated with the City Police Department as well as other City departments through a Department of Parks and Recreation coordinated Special Event Permit process. This process is outlined in the *Parks and Natural Area Outdoor Event and Entertainment Permit Guidebook* and is authorized by *Virginia Beach City Code Chapter 24, Section 24-6 (Permit Requirements for Use of City Parks)*. Coordination and management of large special events between the Department of Parks and Recreation and the Police Department is especially necessary when the expected attendance at a specific event is expected to be of such magnitude that the event will impede the flow of vehicular traffic on area roadways and intersections, will restrict access to or near the special event site by

City emergency response vehicles, or will generally compromise the public safety and welfare of special event attendees as well as nearby commercial businesses and residential areas.

During the review of each *Special Event Permit Application* for large special events to be held on Department of Parks and Recreation managed City property, sworn law enforcement officers and the Commanding Officer from each of the four Police Department Precincts will determine if any specific traffic control and crowd control requirements will be required during the special event based on the expected attendance at the event, and these recommendations are provided to Department of Parks and Recreation special event staff who coordinate implementation with all effected City departments. For many large-scale events, the Police Department will typically require the special event applicant to provide a specified number of off duty sworn law enforcement officers or off duty sworn deputy sheriff personnel to provide vehicular and pedestrian traffic control in the area as well as on-site security as needed for parking or crowd control.

Subsequent to receiving the special event requirements for traffic and crowd control from the Police Department, Department of Parks and Recreation staff will contact the special event applicant to inform the applicant that approval of the special event permit application and the issuance of a special event permit is conditional on the applicant providing a specified number of sworn police officers, certified private security, or a City approved parking contractor at the applicant's expense to provide adequate traffic control, parking control, crowd control, and on-site security before, during, and after the special event as required. If the special event applicant does not agree to provide the required traffic control, parking control, crowd control, and site security during the special event at the applicant's expense, department of Parks and Recreation staff will disapprove the special event permit application. Should a special event permit be approved, a *City Event Action Plan* detailing traffic control, parking control, crowd control, and site security operational plans for the special event are developed by Department of Parks and Recreation staff and provided to the City Police Department and all other affected City departments prior to the special event.

Agency Evidence of Compliance Documentation:

[8.4.3 – 1.Parks and Natural Areas Outdoor Event and Entertainment Permit Guidebook](#)

[8.4.3 – 2.City Code Section 24-6 \(Permit Requirements for Use of City Parks\)](#)

[8.4.3 – 3.Special Event Permit Application](#)

[8.4.3 – 4.July 4, 2018 City Special Event Action Plan and Traffic Control Plan](#)

Agency Self Review: MET

Visitor Comments:

Standard met with the review of Mandt System Training and policy adopted in April of 2012, revised in October, 2018 under the authority of Director, Michael Kirschman.

Visitor Evaluation: Met Not Met

8.4.4 - Handling of Evidentiary Items Procedures

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

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

Agency Evidence of Compliance: Department of Parks and Recreation procedures regarding the handling of evidentiary items such as drugs and weapons by department staff are governed by the provisions of the *Parks and Recreation Basic Law Enforcement Policy and Procedure* that was developed by department management staff with the assistance of City Police Department sworn management staff. The policy specifies procedures to be followed by department staff to ensure that evidentiary items found on department managed City property are preserved until such time when City sworn law enforcement officers can assume responsibility for the scene as follows:

“For all situations involving weapons or illegal drugs that are found on City property, department staff will make every effort to secure the general public from access to the item(s) without touching or moving the item(s), and will immediately notify their facility site supervisor so an appropriate Police response can be requested. If the situation is deemed by department staff and/or facility site supervisor to be an immediate danger to the public or the facility site, department staff will call E-911 and request an immediate sworn Police Officer response to assume control of the situation and accept transfer of the item(s). Department staff shall complete and submit a detailed City incident report (Form DF-75 *Supervisors Accident/Loss Investigation Report*) to the City Department of Finance, Risk Management Division that includes the date, time, location, comprehensive description of the incident, and any witnesses to the incident.”

The procedures outlined above are also applicable to incidents of suspected or documented thefts where evidentiary items may need to be secured pending sworn Police Officer response and further investigation. In addition, should a department staff member be accidentally exposed to blood or any other potentially infectious material from handling any evidentiary item, the procedures specified in the City *Occupational Health Exposure Control Plan* are to be implemented immediately.

Agency Evidence of Compliance Documentation:

[8.4.4 – 1.Parks and Recreation Basic Law Enforcement Policy and Procedure](#)

[8.4.4 – 2.City Form DF-75 \(Supervisors Accident/Loss Investigation Report\)](#)

8.4.4 – 3.City Occupational Health Exposure Control Plan

Agency Self Review: MET

Visitor Comments:

Standards met with review of “Parks and Nature Area Outdoor Event and Entertainment Permit Guidebook (Page 11),” Permit Application, and City Special Event Action Plan for 4th of July event.

Visitor Evaluation: Met Not Met

8.5 - General Security Plan

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

Suggested Evidence of Compliance: Provide the agency’s general security plan or compilation of security plans from each major area, building or facility with the most recent review or update. At a minimum, these plans should include:

- a. Locking key systems and associated assignments
- b. Alarm system and assignment of security codes
- c. Opening and closing procedures
- d. Fire alarm and fire suppression systems
- e. Emergency evacuation procedures and
- f. Critical incident response procedures.

Agency Evidence of Compliance: The Department of Parks and Recreation has various established plans and operational procedures regarding the responsibilities of department staff to adequately operate and maintain the security of all department managed City facilities. For example, each of the seven-department managed City community recreation centers has general security plan procedures that are included in the *Recreation Operations Emergency Operation Plan* and the *Recreation Operations Employee Handbook*. The department Parks and Natural Areas Bureau has similar general security plan procedures for all park facilities that are included in the *City Park System Emergency Operations Procedures*. In addition, the department Out-of-School Time Programs Bureau utilizes general facility security plan procedures that are contained in the *Out-*

of-School Time Programs Safety and Supervisory Standards Manual. These department facility general security plans and procedures are reviewed and updated annually by department management staff and include specific provisions for general facility security including but not limited to opening and closing procedures, fire and security alarm systems, accidents and medical emergencies, facility evacuation, various threats and incident responses, general patron and visitor safety, media contacts and relations, and other general building and facility security issues.

Each of the seven City community recreation centers that are managed by the Department of Parks and Recreation has a state-of-the-art digital fire alarm and fire suppression systems, digital motion sensor security systems with alarms on all exterior doors, and digital camera surveillance systems with digital video recorders. The digital camera surveillance systems with digital video recorder components and up to 32 cameras at each recreation center, provides 24 hour, 7 day a week, 28 calendar day camera surveillance of all interior rooms and hallways as well as the exterior perimeter of each community recreation center. When an incident occurs on the grounds of any community recreation center, recreation center staff can easily refer to the digital recording of the incident and initiate appropriate administrative action or refer the matter to legal authorities.

The Department of Parks and Recreation, Parks and Natural Areas Bureau staff continues to coordinate closely with the City Police Department staff on a wide range of general security issues related to the management and operation of the City Park System. When necessary, assistance is requested from the Police Department to provide sworn police officers to provide site security monitoring of a facility or a department sponsored special event held in the City park system. Sworn police officers also monitor and visit park system facilities frequently during their routine patrol responsibilities during both day and evening patrol shifts and immediately inform department management staff of facility security issues so appropriate corrective action can be initiated in a timely manner. In addition, department Parks and Natural Areas Bureau staff that are assigned to large City park facilities utilize motorized utility vehicles to routinely patrol the park site for general security. Park staff is also issued cell phones and portable radios so they can effectively and immediately communicate safety, security, or emergency incidents to site managers or contact sworn police officers if a police response is required.

For all new Department of Parks and Recreation capital construction and renovation projects, department management staff utilizes established national and City guidelines, codes, and standards to design facilities in a manner that will maximize facility security. These guidelines are based on the strategy that the proper design of a facility can lead to a reduction in security related incidents and vandalism. Finally, in order to continually enhance strategies regarding general facility security, department management staff works closely with Police Department management staff to closely monitor monthly Police Department crime reports. Department Parks and Natural Areas Bureau staff and Recreation Services Bureau staff also attend monthly Citizens Advisory Committee meetings with Police Department sworn management staff to discuss crime trends in each of the four City Police Department precincts.

Agency Evidence of Compliance Documentation:
[8.5 – 1.Recreation Operations Emergency Operation Plan](#)

[8.5 – 2.Recreation Operations Employee Handbook](#)

[8.5 – 3.City Park System Emergency Operations Procedures](#)

[8.5 – 4.Out of School Time Programs Safety and Supervisory Standards Manual](#)

[8.5 – 5.Recreation Operations Alarm Addendum](#)

Agency Self Review: MET

Visitor Comments:

Standard met with the review of Emergency Operation Plan which reviews building security with one entry point, walkie talkie communication, evacuation plans and extinguisher maps. Recreation Operation Employee handbook covers opening and closing duties for all areas of the facilities on pages 47-57. Critical Incident response is covered in both City Parks System Emergency Operation Plan and Out of School Time Program Safety and Supervisory Standards Manual.

Visitor Evaluation: Met Not Met

8.6 - Emergency Management Planning

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

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

Agency Evidence of Compliance: The Department of Parks and Recreation has various roles in the support of overall City emergency operations management that are governed by the provisions of the *City of Virginia Beach Emergency Operations Plan*. This plan meets the legal mandates for jurisdictional emergency planning as required by the provisions of the Virginia State Emergency Services and Disaster Law that requires each local jurisdiction to prepare and keep current a local emergency operations plan. The plan also provides the emergency management organization a comprehensive and integrated response structure for large scale emergencies and disasters that include natural, technological, and human caused emergency conditions when specialized

coordination is required to address the overall scope, nature, and complexity of such incidents. The plan encompasses all City departments and agencies that fall under the authority of the City Council and City Manager including the Department of Parks and Recreation.

The components of the City of Virginia Beach Emergency Operations Plan are the general goals, hazard and vulnerability analysis, types of various hazards and disasters, assigned City department emergency condition response roles, responsibilities, and tasks, and the established emergency condition incident command structure. The City emergency operations plan also includes the specific responsibilities of the Department of Parks and Recreation that include assisting the Department of Public Works with citywide debris management or snow removal operations and assisting the Department of Social Services with shelter management operations (pages 27, 33, 57-58, and Various Emergency Support Functions (ESFs)). Other Department of Parks and Recreation responsibilities and roles during emergency conditions are outlined in the *City of Virginia Beach Sandbridge Emergency Operations Plan*. (pages 5, 11-14, 17, 21-24, 31-33, 42-44, 53-56, 59 and 63-64)

The Department of Parks and Recreation has also developed a *Parks and Recreation Emergency Management Plan* that supports the overall City emergency operations plan strategy. These procedures govern the responsibilities of department staff to operate and manage department facilities as well as to support other City emergency management functions during emergency conditions such as hurricanes, hazardous material incidents, flooding, plane crashes, terrorist threats, and significant snow events. For example, each department managed City community recreation center has emergency operations management procedures that are included in the *Recreation Operations Emergency Operation Plan* and the *Recreation Operations Employee Handbook*. In addition, the department Parks and Natural Areas Bureau has similar emergency operations management procedures included in their *City Park System Emergency Operations Procedures* and the department Landscape Management Division has a *Landscape Management Snow Removal Routes Plan* that both support the City emergency operations plan.

In addition, under the guidance of the City Department of Public Health, the Department of Parks and Recreation has also developed a *Parks and Recreation Pandemic Preparedness and Response Plan* regarding a pandemic emergency. The department plan was developed in the event there is a pandemic or global epidemic of a new strain of virus that emerges to which a portion of the population has had no previous exposure and thus has no immunity. The department plan is designed to protect the health and welfare of both the public and department staff. For example, in response to a pandemic emergency, the department plan would immediately prohibit the public from using all department managed City facilities thereby reducing the likelihood of spreading the pandemic strain.

Agency Evidence of Compliance Documentation:

[8.6 – 1.City Emergency Operations Plan](#)

[8.6 – 2.City Sandbridge Emergency Operations Plan](#)

[8.6 – 3.Parks and Recreation Emergency Management Plan](#)

[8.6 – 4.Recreation Operations Emergency Operation Plan](#)

- [8.6 – 5.Recreation Operations Employee Handbook](#)
- [8.6 – 6.City Park System Emergency Operations Procedures](#)
- [8.6 – 7.Landscape Management Snow Removal Routes Plan](#)
- [8.6 – 8.Parks and Recreation Pandemic Preparedness and Response Plan](#)

Agency Self Review: MET

Visitor Comments:

Standard met with the review of City of Virginia Beach Sandbrigde Emergency Action Plan with Parks and Receptions teams duties defined on pages 5, 11-4, 17, 21-24, 31-33, 43-44, 53-59, & 63-64. Plan adopted in September of 2016 by City Council with last revisions in 2018 with the authority of Fire Chief and Deputy City Attorney.

Visitor Evaluation: Met Not Met

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

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

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

Agency Evidence of Compliance: The Department of Parks and Recreation conducts numerous in-service training programs that are governed by established plans and operational procedures regarding the responsibilities of department staff to adequately operate and manage department facilities, maintain the security of all department managed facilities, and respond to and support other City emergency management functions during emergency conditions. These plans and procedures require all department facility sites to not only develop such plans and procedures but also conduct periodic in-service staff training sessions regarding the provisions of these plans and procedures in order to ensure compliance by all department staff.

For example, Department of Parks and Recreation staff that manage the seven City community recreation centers maintain a *Recreation Operations Emergency Operation Plan* and a *Recreation Operations Employee Handbook* on site to provide guidance to all staff regarding facility security and emergency management. Department Parks and Natural Areas Bureau staff that manage the citywide parks network maintain the *City Park System Emergency Operations Procedures* to

provide guidance regarding park operational security and emergency management. Department Out-of-School Time Programs staff maintain an *Out-of-School Time Program Safety and Supervisory Standards Manual* to provide guidance regarding established program security and emergency management procedures.

Department of Parks and Recreation mandatory in-service staff training regarding facility security and emergency management is also a component of all department new staff orientation training sessions as well as a mandatory component of all annual in-service staff training sessions that are conducted during all seven community recreation center maintenance week facility closures or during quarterly, semi-annual, or annual staff block training sessions. These staff training sessions are documented in the City automated Taleo Learn System and are also maintained in the training records of departmental staff by the department Human Resources Bureau staff.

Agency Evidence of Compliance Documentation:

[8.6.1 – 1.Recreation Operations Emergency Operation Plan](#)

[8.6.1 – 2.Recreation Operations Employee Handbook](#)

[8.6.1 – 3.City Park System Emergency Operations Procedures](#)

[8.6.1 – 4.Out of School Time Program Safety and Supervisory Standards Manual](#)

[8.6.1 – 5.Parks and Recreation Training Rosters and Agenda Topics](#)

Agency Self Review: **MET**

Visitor Comments:

Standard met with the review of all the various in-service trainings which included team member's names, dates, and area of training.

Visitor Evaluation: Met Not Met

8.6.2 - Emergency Risk Communications Plan:

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

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

Agency Evidence of Compliance: The Department of Parks and Recreation Emergency Risk

Communications Plan is governed by the provisions of the City *Emergency Media Operations Plan* that is updated annually by the City Communications Office staff. The strategy of the City Emergency Risk Communications Plan ensures that all City agencies including the Department of Parks and Recreation is prepared to implement a continuous system of public and media information exchanges prior to, during, and after a natural or man-made disaster or when other emergency situations occur on department managed City facilities. During such instances, the department Public Relations and Content Coordinator is responsible for working closely with the City Communications Office Staff to receive pertinent situation status updates from department management staff and in turn relay that information to City Communications Office staff who will coordinate dissemination to the public and the media as provided by the provisions of the City Emergency Media Operations Plan.

Agency Evidence of Compliance Documentation:
[8.6.2 – 1.City Emergency Media Operations Plan](#)

Agency Self Review: MET

Visitor Comments:

Standard met with the review of Joint Information Center Emergency Media Operations Plan which places Virginia Beach Public Information Office in charge of crises communication. Plan was last revised in July 2017.

Visitor Evaluation: Met Not Met

8.6.3 - Care and Shelter Procedures:

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

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

Agency Evidence of Compliance: The Department of Parks and Recreation has a support role in the care and sheltering of citizens when emergency shelters are ordered open by the City Manager and the City Office of Emergency Management to support those in need during severe inclement weather or other emergency incidents. The primary role of department staff is to provide assistance to emergency operations staff from other City departments by providing additional staff resources in order to operate all City emergency shelters twenty-four (24) hours a day until the shelters are deemed no longer critical to a storm related event or other emergency incident. All City emergency shelters are located at City school system sites or the Virginia Beach Field House that is designated as a medically friendly shelter. All citizen care and sheltering during a declared emergency event is governed by the provisions of the *City of Virginia Beach Emergency Shelter Operations Plan*

that is administered by the City Department of Human Services and the City Office of Emergency Management.

Agency Evidence of Compliance Documentation:
[8.6.3 – 1.City Emergency Shelter Operations Plan](#)

Agency Self Review: MET

Visitor Comments:

Standard met with the review of City Emergency Shelter Operation Plan which leans on Parks and Recreation team to provide staffing for the shelters, mostly hosted in city schools. Plan was last revised August 31, 2018.

Visitor Evaluation: Met Not Met

**VISITATION REPORT SUMMARY FOR CATEGORY 8.0
(PUBLIC SAFETY, LAW ENFORCEMENT, AND SECURITY)**

Reviewed By: *Nichole Haberlin*

Unmet Standards: *(List the Standard # and Name)*

Provide clarification for all unmet fundamental standards :

9.0 - Risk Management

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

A comprehensive risk management plan is essential to minimize legal liabilities and personal injuries. The agency shall implement approaches for identification and control of risks based on the specific needs of the agency. There is no prescriptive method for identification of all risks suitable for all entities; the method and tools used will vary. Risk management is an on-going process that must be systematically evaluated for effectiveness and adjustments made as appropriate. Responsibilities must be assigned and structure set in place to implement an effective plan. The analysis shall include the direct costs (staffing, insurance, prevention) and indirect costs (time lost from work by injured employees, damage to equipment and facilities, failure to provide services and loss of income).

In some cases, the risk management plan and function may occur outside the park and recreation agency by another government authority. Special cooperative arrangements should be in place with other public departments and agencies, private contractors, and community organizations.

9.1 - Risk Management Policy

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

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

Agency Evidence of Compliance: The Department of Parks and Recreation policy regarding risk management is governed by the provisions of *City Administrative Directive AD 5.04 (Risk Management Directive)* and *City Administrative Directive AD 5.02 (Departmental Reporting Procedures)* that were executed by the City Manager and are administered by the City Department of Finance, Risk Management Division.

The provisions of Administrative Directive AD 5.04 specify as follows:

“To ensure that City services and operations are provided in the most risk free and cost effective manner, all employees and volunteers shall perform their duties in a manner that will eliminate or reduce conditions and practices which cause or allow for possible losses to city personnel, property, or public funds. Because all risks confronting the city cannot be eliminated, the Risk Management Administrator shall work with all city agencies to employ whichever risk management techniques are deemed most appropriate to efficiently respond to risks confronting the city and reduce the uncertainty of loss of assets...The Risk

Management Administrator shall be responsible for the coordination and administration of this directive in accordance with the directions of the City Manager.”

The provisions of Administrative Directive AD 5.02 specify as follows:

“All incidents arising out of city operations which result in injury to city employees or citizens or damage to city or private property shall be promptly reported to the Department of Finance, Risk Management Division. Such reports are required to ensure proper protection of the city and its officials, employees and volunteers from financial loss due to civil claims or work-related injuries...The Risk Management Administrator shall be responsible for the coordination and administration of this directive in accordance with the directions of the City Manager.”

Agency Evidence of Compliance Documentation:

[9.1 – 1.City Administrative Directive AD 5.04 \(Risk Management Directive\)](#)

[9.1 – 2.City Administrative Directive AD 5.02 \(Departmental Reporting Procedures\)](#)

Agency Self Review: MET

Visitor Comments:

Standard met with the review of City Administrative Directive which defines Risk Management Directive giving the charge to create processes to Risk Management Administrator adopted in 1978 and last revised in 1994. Evidence also include Department Reporting Procedures. Both EOC were authorized by Robert Esenberg-Risk Management Administrator, Richard Beaver- City Attorney, and James Spore- City Manager in 1994.

Visitor Evaluation: Met Not Met

9.1.1 - Risk Management Plan and Procedures ★

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

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

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

Agency Evidence of Compliance: The Department of Parks and Recreation Risk Management Plan is governed by the provisions of *City Administrative Directive AD 5.04 (Risk Management Directive)* that was executed by the City Manager and is administered by the City Department of Finance, Risk Management Division. The provisions of the administrative directive specifies as follows:

“To ensure that City services and operations are provided in the most risk free and cost effective manner, all employees and volunteers shall perform their duties in a manner that will eliminate or reduce conditions and practices which cause or allow for possible losses to city personnel, property, or public funds. Because all risks confronting the city cannot be eliminated, the Risk Management Administrator shall work with all city agencies to employ whichever risk management techniques are deemed most appropriate to efficiently respond to risks confronting the city and reduce the uncertainty of loss of assets.”

All Department of Parks and Recreation risk management related accidents and incidents arising from department facility operations that result in injury to department staff, injury to department volunteers, injury to citizens, damage to City property, or damage to private property are required to be reported promptly by department staff to the City Department of Finance, Risk Management Division staff in accordance to the provisions of *City Administrative Directive AD 5.02 (Departmental Reporting Procedures)* and the *City Departmental Reporting Policy and Procedures Manual* that are administered by the Department of Finance, Risk Management Division staff. This administrative directive and comprehensive risk management administration manual provides standard reporting procedures and requirements for all City departments including the Department of Parks and Recreation regarding all risk management related issues involving accidents, incidents, property damage, or property loss. The Risk Management Division is also the City agency responsible for the task of risk management analysis and reporting that is provided to City leadership annually in the Risk Management Division *City Annual Risk Management Financial Report*. This annual report serves as a systematic analysis of all City department risk management related issues for the year as well as a comparison to risk management related issues from the prior year.

To ensure the strategic management of all risk management related issues in the Department of Parks and Recreation, the department has established internal administrative procedures, investigational tools, and preventative measures that ensure all department staff are committed to established safety procedures and the mitigation of potential risk. For example, the department has established a *Department of Parks and Recreation Safety Committee* with the mission to support the City goal of prevention of workplace accidents and health related exposure, thereby increasing efficiency of department operations while demonstrating the commitment of the department to the safety of department staff and City residents. While it is not possible to eliminate all risk, all

department staff is involved in the management of risk including investigation, trend analysis, and process improvement.

Evidence of Compliance Documentation:

[9.1.1 – 1.City Administrative Directive AD 5.04 \(Risk Management Directive\)](#)

[9.1.1 - 2.City of Virginia Beach Risk Management Manual](#)

[9.1.1 – 3.City Administrative Directive AD 5.02 \(Departmental Reporting Procedures\)](#)

[9.1.1 – 4.City Departmental Reporting Policy and Procedures Manual](#)

[9.1.1 – 5.City Annual Risk Management Financial Report](#)

[9.1.1 – 6.Parks and Recreation Safety Committee](#)

Agency Self Review: MET

Visitor Comments:

Standard met with the review of Risk Management Directive that gives authority to Risk Management Administrator last revised in 1994. The Risk Administrator requires each department to assign a responsible staff member to maintain Risk Management Manual which covered identification, response through selection, implantation, and manage through monitoring processes. Evidence also included Annual Finical Report for 2017.

Visitor Evaluation: Met Not Met

9.1.2 - Accident and Incident Report Procedures

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

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

Agency Evidence of Compliance: Established procedures for reporting accidents and incidents that occur in the Department of Parks and Recreation are governed by the provisions of the *City Departmental Reporting Policies and Procedures Manual* that is administered by the City Department of Finance, Risk Management Division. All accidents and incidents that occur in the Department of Parks and Recreation are required to be submitted on standardized City accident (*DF 75 Accident/Loss Investigation Report*) and incident reporting forms (*DF 75 Worker's Compensation Injury Report*).

Completed accident and incident report forms are required to be compiled by Department of Parks and Recreation staff and entered into the City automated application system *Corvel* within forty-eight (48) hours of the occurrence for all incidents and accidents resulting in a staff injury or the City automated application system *RiskMaster* for all incidents and accidents resulting in property damage or loss. The timely reporting of accidents and incidents is critical as these automated program applications are utilized by both the Risk Management Division staff and Department of Parks and Recreation administrative staff to track and investigate all accidents and incidents that occur in the department.

Corvel and *RiskMaster* application reports are generated quarterly by the Department of Parks and Recreation, Human Resources Bureau staff. Members of the department Safety Committee analyze each report to identify safety concerns and accident trends and work cooperatively with department operational staff to manage all identified risks with the goal of eliminating potential hazards. Working collaboratively with the Department of Finance, Risk Management Division staff, the Department of Parks and Recreation management staff is actively involved in the identification, evaluation, and elimination of all potential risks associated with the performance of the duties and responsibilities that are assigned to department staff.

Agency Evidence of Compliance Documentation:

[9.1.2 – 1.City Risk Management Departmental Reporting Policies and Procedures Manual](#)

[9.1.2 – 2.DF 75 Accident/Loss Investigation Report](#)

[9.1.2 – 3.DF 75 Worker’s Compensation Injury Form](#)

[9.1.2 – 4.Park and Landscape Services CURED Investigation](#)

Agency Self Review: **MET**

Visitor Comments:

Standard met with review of Risk Management Departmental Reporting Policies and Procedures Manual which was last reviewed by Department of Finance, Risk Management Division, and Dave Hansen City Manager. Standard met with the additional review of Accident/Loss Investigation Report and Work’s Compensation Injury form. Staff also walked me through a few of the incident report completed in house, describing how they review monthly and talk through the prevention portion of each document.

Visitor Evaluation: Met Not Met

9.1.3 - Personnel Involvement and Training

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

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

Agency Evidence of Compliance: Risk management in the Department of Parks and Recreation is a decentralized activity with elements of the department risk management plan executed at all levels of the department. Examples of risk management activities in the department include, but are not limited to, the following: development and enforcement of rules for participant behavior; facility designs that meet or exceed current local, state, and federal safety standards; and an extensive staff risk management training program on topics such as defensive driving, safe equipment operation, first aid, CPR, blood borne pathogens, crisis management, and the City and department emergency operational procedures. These activities are achieved through collaboration and interaction between all Department of Parks and Recreation staff who are required to attend risk management training sessions as documented in the City Department of Human Resources *Occupational Safety Training Schedule* and are encouraged to inform their supervisors immediately of any risk management or safety related concerns.

The Department of Parks and Recreation has also established a department staff *Safety Committee* that meets monthly. The mission of the Safety Committee is: “To maintain the safety and health of our members that is a priority in our organization. The City goal is prevention of workplace accidents and health related exposures, thereby eliminating human suffering, increasing efficiency of operations, and saving thousands of dollars. The City *Safety and Health Plan* serves as a source document and reference for all safety and health programs and requirements in the department and the success of the plan requires the continuous and active support of all department staff particularly those in supervisory positions.”

There are multiple trainings required by Administrative Directives including, Defensive Driving in AD 5.01 page 3 section 7. We also have departmental policies required First AID, CPR and Mandt.

Agency Evidence of Compliance Documentation:

[9.1.3 – 1.City Occupational Safety Training Schedule](#)

[9.1.3 – 2.Department of Parks and Recreation Safety Committee](#)

[9.1.3 – 3.City Safety and Health Plan](#)

[9.1.3 – 4.Defensive Driving Curriculum](#)

[9.1.3 – 5.First Aid and Defensive Driving List](#)

[9.1.3 – 6.First Aid Curriculum](#)

[9.1.3 – 7.Mandt System Training Policy](#)

[9.1.3 – 8.Mandt Training Sign In Sheet](#)

[9.1.3 – 9.Park and Landscape Services Site Visits](#)

Agency Self Review: MET

Visitor Comments:

Standard met with the review of safety trainings, training schedule, and dates of completion. All full time staff have required training, these trainings are offered throughout the year to make sure all team members have uniformed onboarding.

Visitor Evaluation: Met Not Met

9.2 - Risk Manager

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

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

Agency Evidence of Compliance: The City Department of Finance, Risk Management Division Administrator position incumbent is solely responsible for the administration of all City policies and procedures regarding risk management related issues for all City departments including the Department of Parks and Recreation. The administrative authority of the Risk Management Administrator position is specified in City *Administrative Directive AD 5.04 (Risk Management Directive)* that was executed by the City Manager that specifies as follows:

4.0 Responsibility and Authority:

“The Risk Management Administrator shall be responsible for the coordination and administration of this policy in accordance with the directions of the City Manager and the Director of Finance. The Risk Management Administrator shall develop self-insurance and commercial insurance programs that most effectively and economically protect the city against catastrophic losses.”

The scope of duties and responsibilities of the Risk Management Administrator position as specified in the *Risk Management Administrator position description* is as follows:

“The Risk Management Administrator identifies, measures, and develops programs to treat all municipal risks; administers City insurance and self-insurance programs; supervises worker’s compensation, property and casualty claims adjusting activities; reviews all contracts entered into by the City; provides technical assistance to all City agencies, boards, and commissions; provides analytical reports of City claims and risks; coordinates the City’s disaster recovery public assistance program with FEMA and the Virginia Department of Emergency Services; does related work as required.”

Agency Evidence of Compliance Documentation:

[9.2 – 1.City Administrative Directive AD 5.04 \(Risk Management Directive\)](#)

[9.2 – 2.Risk Management Administrator Position Description](#)

Agency Self Review: MET

Visitor Comments:

Standard met with the review of Risk Management Directive adopted in 1978 and last revised in 1994 by Risk Management Administrator- Robert Esenberg, City Attorney- Richard Beaver, and City Manager- James Spore who gave the Risk Management Administrator the authority to create policy. Job description for Risk Management Administrator was last updated in 2-1-2016.

Visitor Evaluation: Met Not Met

9.3 - ADA Compliance and Face-to-Face Resolution

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

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

Agency Evidence of Compliance: Written City policies and procedures that govern the compliance of the Department of Parks and Recreation to the provisions of the Americans with Disabilities Act (ADA) of 1990 as well as to establish procedures to resolve questions, concerns, or complaints of accessibility within a reasonable time frame are governed by the provisions of *City Administrative Directive AD 1.11 (Non-Discrimination on the Basis of Disability)* and *City Administrative Directive AD 1.12 (American with Disabilities Grievance Procedures)* that were executed by the City Manager and are administered by the City Department of Public Works, Facilities Management Division.

The provisions of *Administrative Directive AD 1.11* requires the Department of Parks and Recreation to comply with all provisions of the Americans with Disabilities Act of 1990. The provisions of *Administrative Directive AD 1.11* specify as follows:

1.0 Purpose and Need:

To ensure that citizens and employees of the City of Virginia Beach enjoy and/or work in an environment free from discrimination or intimidation based on disability in accordance with the Americans with Disabilities Act of 1990.

2.0 Administrative Directive:

2.1 In accordance with the requirements of Title II of the ADA, the City of Virginia Beach shall not discriminate against qualified individuals with disabilities on the basis of disability in the administration of its services, programs, and activities.

2.2 The City of Virginia Beach will generally, upon request, provide appropriate aids and services leading to effective communication for qualified persons with disabilities so they can participate equally in City programs, services, and activities including qualified sign language interpreters, documents in Braille, and other ways of making information and communications accessible to people who have speech, hearing, or vision impairments.

2.3 The City of Virginia Beach does not discriminate on the basis of disability in its hiring or employment practices and complies with all regulations promulgated by the U.S. Equal Employment Opportunity Commission under Title 1 of the Americans with Disabilities Act.

The provisions of *Administrative Directive AD 1.12* provide written guidance to the public regarding how to file an ADA facility accessibility complaint regarding the Department of Parks and Recreation and provides written procedures to be followed by the Director of Parks and Recreation to work closely with the City ADA Coordinator to execute a timely response to the complainant and make every effort to satisfactorily resolve the complaint within 60 calendar days. The provisions of Administrative Directive 1.12 specify as follows:

1.0 Purpose and Need:

The City of Virginia Beach is committed to providing grievance procedures to address complaints from citizens with regard to discrimination or intimidation based on disability in City of Virginia Beach programs, activities and employment. Use of the City's procedures is not a prerequisite to the pursuit of other remedies. The purpose of this directive is to establish grievance procedures to ensure compliance with and meet the requirements of the Americans with Disabilities Act of 1990.

2.0 Administrative Directive:

2.1 This Grievance Process may be used by anyone who wishes to file a complaint alleging discrimination on the basis of a disability in the provision of services, activities, programs or benefits by the City of Virginia Beach. The City's Human Resources policies govern employment related complaints of disability discrimination.

2.2 Individuals have the right to prompt and equitable resolution of complaints. Pursuit of other remedies such as the filing of a complaint with the Department of Justice or other appropriate federal, state, or local agency or the filing of a suit in state or federal court will not preclude the individual's right to utilize the City's established grievance procedures.

2.3 Citizens who believe they do not have access to or feel they have been discriminated against by a City program or activity on the basis of a disability may utilize this Grievance Procedure.

3.0 Procedure:

3.1 All complaints should be in writing and contain information about the alleged discrimination including without limitation name, address, phone number of complainant and location, date, and description of the problem. Alternative means of filing complaints, such as personal interviews or a tape recording of the complaint will be made available for persons with disabilities upon request.

3.2 The complaint should be submitted by the grievant, or designee, as soon as possible, but no later than 60 calendar days after the alleged violation to the City ADA Coordinator, 2424 Courthouse Drive, Bldg. 18, Virginia Beach, Virginia 23456 (757) 385-5659.

3.3 Within 15 calendar days after receipt of the complaint or at a time agreed to by the complainant, the ADA Coordinator or designee will meet with the complainant to discuss the complaint and the possible resolutions.

3.4 Within 15 days of the meeting, the ADA Coordinator or designee will respond in writing, and where appropriate, in a format accessible to the complainant, such as large print, Braille or audio tape. The response will explain the position of the City of Virginia Beach and offer options for substantive resolution of the complaint.

3.5 If the response of the ADA Coordinator or designee does not satisfactorily resolve the issue, the complainant or designee may appeal the decision within 15 calendar days after receipt of the response to the City Manager or designee.

3.6 Within 15 calendar days after receipt of the appeal, the City Manager or designee will meet with the complainant to discuss the complaint and possible resolution. Within 15 calendar days after the meeting, the City Manager or designee will respond in writing and where appropriate in a format accessible to the complainant with a final resolution of the complaint.

Agency Evidence of Compliance Documentation:

[9.3 – 1.City Administrative Directive AD 1.11 \(Non-Discrimination on the Basis of Disability\)](#)

[9.3 – 2.City Administrative Directive AD 1.12 \(American with Disabilities Act Grievance Procedures\)](#)

Agency Self Review: MET

Visitor Comments:

Standard met with the review of Non-Discrimination on the Basis of Disability for internal staff adopted in 1992, last revised in 2011 under the authority of Directors of Public Works, Human Recourses, 2 Deputy Managers, City Manager and City Attorney’s office in 2011. Also in 2011 these individuals gave authority of the American with Disabilities Act Grievance Procedures which must be formally submitted in writing within 60 days of the event.

Visitor Evaluation: Met Not Met

**VISITATION REPORT SUMMARY FOR CATEGORY 9.0
(RISK MANAGEMENT)**

Reviewed By: *Nichole Haberlin*

Unmet Standards: *(List the Standard # and Name)*

Provide clarification for all unmet fundamental standards  :

10.0 - Evaluation, Assessment, and Research

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

Evaluation and research are systematic processes that park and recreation professionals use to better understand the impacts of their efforts on the communities they serve. What is learned through evaluation and research is used to demonstrate the value of what is provided and to learn how to make improvements. Analyses of reliable data and qualitative information are essential to track progress in implementing master plans and strategic initiatives. Products of evaluation, measurement, and research become important components to support planning, development and programming decisions.

Benchmarking is the process of making comparisons to the processes, programs, and services of other providers. Comparisons are most frequently made to other park and recreation agencies, but benchmarking can be done also with business and non-profit organizations. The National Recreation and Park association developed Park Metrics, which is a tool to capture uniform data on park and recreation agencies across the nation. Park Metrics is the only national benchmarking tool for the park and recreation profession. As such, it can be successful as a reliable research tool only with broad participation from park and recreation agencies.

10.1 - Systematic Evaluation Processes ★

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

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

Agency Evidence of Compliance: Department of Parks and Recreation staff regularly and systematically analyze and evaluate the operational effectiveness and efficiency of all department managed facilities, programs, and services in order to analyze and evaluate the degree of achievement of established department goals and objectives. Every evaluation process is modeled on the foundations of systematic data collection and analysis that include the components of financial goals, community needs, membership recruitment and retention, customer satisfaction, and demographics utilizing a variety of qualitative and quantitative methodologies as indicated in the chart below. These processes are continual throughout the year and the analytical results are utilized by department staff to determine the effectiveness of department facilities, programs, and services and the achievement of established department goals and objectives.

Fiscal planning and fiscal management analysis and evaluation are also ongoing processes that become top priorities for the department during the months of September, October, and November

of each calendar year. During this time period, data collected throughout the year is utilized by department management staff to execute program planning and budgetary decisions regarding the development of a proposed Department of Parks and Recreation fiscal year operating budget and a proposed department fiscal year Capital Improvement Program budget. Every year the department compiles a *Department of Parks and Recreation Annual Report* that summarizes the department operational efficiency and effectiveness as well as the achievements by the department during the previous year.

The following methodologies illustrate how Department of Parks and Recreation staff continually perform strategic analysis as well as qualitative and quantitative evaluations of the planning, administrative, financial, programmatic, risk management, and public relations operational components of the department:

Strategic Planning: The foundation for all of Department of Parks and Recreation systematic evaluation strategies is the department strategic plan. As a component of the development of a new *Department of Parks and Recreation 2018 Strategic Plan*, the department management team hosted a meeting with 25 team members to review the department vision and mission statement as part of the strategic planning process. The current Department of Parks and Recreation strategic plan vision statement, mission statement, and community priorities are as follows:

Vision Statement:

To be the national leader in providing enriching and memorable lifelong experiences.

Mission Statement:

To exceed community expectations in an inclusive, innovative and sustainable manner.

Core Values:

Empowerment
Inclusion
Innovation
Legendary Guest Experience
Sustainability

Community Priorities:

Protect the environment
Promote Healthy Lifestyles
Provide Community Access
Ensure the stewardship of funds, facilities and public lands

The City Parks and Recreation Commission members who are appointed by the City Council endorsed the new department mission and vision statements during their June 2018 meeting.

Key findings identified from all facets of the department strategic evaluation processes were considered in the development of the Department of Parks and Recreation four core strategic goals and objectives planning areas as follows: 1) programs, 2) technology, 3) customer service, and 4)

parks, facilities, and trails. The following is a succinct summation of the responsibilities of the Director's Office and the four operational divisions of the department regarding the systematic processes that are utilized for evaluating department facilities, programs, and services as well as the operational efficiency and effectiveness of the department:

Director's Office: The Director of Parks and Recreation is responsible for working closely with the department senior management staff to annually evaluate the strategic goals and objectives of the department as well as other components of the department strategic plan to ensure that they remain compliant to the City Council long term guiding vision for the City entitled *Envision Virginia Beach 2040 Report* as well as the new City council priorities that were developed in 2017. These guiding principles have already been embraced by the Department of Parks and Recreation and components are incorporated into all department operational procedures as well as numerous department capital improvement program projects. The new department 2018 Strategic Plan incorporates many of the City Council goals and objectives for the next five years that will ensure the facilities, programs, and services areas that the department provides to City residents are compliant with both the City and department strategic vision and community priorities. Mr. Michael Kirschman began as the new Director of Parks and Recreation in April 2018. He presented the *Director's 100 Day Department Assessment Report* and presented the areas he wanted to also focus on which includes underutilized land assets, increasing starting salaries for some positions that have been underpaid, and focusing on the traditional core programs and services such as nature-based programming and improving and adding amenities to City park facilities.

Business Systems Division: The Business Systems Division staff is responsible for ensuring that all department administrative services functions are managed effectively and efficiently and that they align with City and department priorities as well as all applicable City administrative directives and City policies. Division staff coordinates all financial and administrative functions of the department including the development and administration of the department operating budget, the administration of all human resources functions, the management of all information technology and systems support to ensure efficient and effective use of accurate data, and the analysis and evaluation of all risk management related issues including City vehicle accidents, worker's compensation claims, and work related injuries in an effort to reduce department staff injuries and reduce risk management costs. The following provides examples of the systematic analysis and evaluation processes that are performed by the department Business Systems Division staff:

- *Operating Budget Development & Administration:* The Business Systems Division Administrator and Administrative Analyst position incumbents are responsible for coordinating the development and administration of the Department of Parks and Recreation annual operating budget. This responsibility incorporates working closely with the Director of Parks and Recreation and senior management and professional staff to evaluate and develop operating budget funding priorities to be requested in the department annual operating budget proposal. In addition, the Business Systems Division Administrator and Administrative Analyst position incumbents coordinate an ongoing analysis and evaluation process of all department budget revenues and expenditures that is performed quarterly for the first six

months of each fiscal year and then monthly for the last six months of each fiscal year to ensure that department expenditures do not exceed department revenues at any time during the budget fiscal year. This critical component of the department operating budget administration process is accomplished through the preparation of *Parks and Recreation Budget Reconciliation Reports* that include current fiscal year revenues and expenditures, comparable historical financial data for the same time frame from the previous fiscal year, and end-of-year financial revenue and expenditure projections with explanations for any significant financial variances. Each department financial reconciliation report is analyzed and evaluated by the Business Systems Division Administrator and Administrative Analyst position incumbents prior to being submitted to the Director of Parks and Recreation.

- *Automated Applications Administration:* The Business Systems Division staff is responsible for the administration of the ActiveNet automated software system that is utilized by department staff to analyze and evaluate all recreation program registrations, facility rentals, and point-of-sale transactions. This information is collected weekly and on demand. ActiveNet financial reports are utilized by the Business Systems Division staff to analyze and evaluate department revenues as well as tracking of program participation and program cancellation rates.
- *Human Resources & Risk Management Administration:* The Human Resources Bureau Coordinator position incumbent is responsible for coordinating all human resources and risk management administration related functions in the department including the analysis and evaluation of the department risk management program. This responsibility incorporates working closely with a department Health and Safety Plan Committee in an effort to reduce work related department staff accidents, injuries, and Worker's Compensation costs. The committee meets quarterly to analyze and evaluate data from the department *Worker's Compensation Lag Report* and to develop viable action plans to improve staff safety and reduce work related injuries. As a result of the diligent efforts by committee members, Worker's Compensation payments in the department have been reduced by a million dollars.

Planning Design and Development Division: The Planning, Design and Development Division staff is responsible for working closely with all department management staff to annually assess, analyze, and evaluate all capital project design, construction, and renovation projects that are needed throughout the department in order to determine annual project scheduling and cost priorities based on project priority rankings and available annual capital appropriations. Division staff are also responsible for creating and maintaining a quality and safe parks and recreational facilities network and a sustainable natural area environment through the ongoing analysis and evaluation of: 1) the management of the department Capital Improvement Program annual budget; 2) the management of department facility design standards; 3) the management of the Virginia Beach Outdoors Plan; 4) the management of the Virginia Beach Bikeways and Trails Plan; 5) the management of the Virginia Beach Open Space Preservation Program; and 6) the stewardship of all City natural areas that are managed by the department.

- *Development Site Plan Review Process:* All public and private development projects must be reviewed and approved by City staff prior to construction. This process is managed by the City Department of Planning staff who forwards plans to all appropriate City departments. The Department of Parks and Recreation Planning, Design and Development Division staff and the Landscape Management Division staff participate in this process by reviewing proposed subdivision site plans and rezoning plans for City code compliance. An example of the *Development Site Plan Review Memo* is provided as Evidence of Compliance Documentation.
- *ADA Transition Plan:* In order to develop the Department of Parks and Recreation ADA Transition Plan, Planning, Design and Development Division staff and Landscape Management Division staff conducted an inventory of existing physical barriers in all facilities that are operated and managed by the department and listed all the barriers that limit accessibility using Facility Evaluation Forms developed by the latest revised version of The Americans with Disabilities Act Accessibility Guidelines. Department staff diligently recorded the various types of non-compliant deficiencies as well as documented recommendations regarding how to remediate the deficiencies. Annual inspections of all facilities will continue to be conducted by Landscape Management Division, Park Maintenance Bureau staff and Planning Design & Development Division staff that have been appointed as ADA Coordinators. A copy of the *Park Facility Evaluations ADA Deficiency Report* has been provided as Evidence of Compliance Documentation. Once the annual ADA facility evaluations have been completed, the task of prioritizing, cost estimating, and scheduling of improvements will be developed by the department ADA Coordinators. Funding for all ADA facility improvements will come from the Department of Parks & Recreation Capital Improvement Program budget.

Landscape Management Division: The Landscape Management Division staff is responsible for the landscaping and grounds maintenance of all City building sites, all school building sites, all City roadway right-of-way areas, the resort beach area, and all Department of Parks and Recreation managed facilities including park and athletic facilities. This responsibility comprises 512 building sites, 82 school sites, 5,500 acres of park and athletic facility sites, 816 miles of roadway, and 1,700 land parcels throughout the City. The Landscape Management Division utilizes the Hansen automated software system to constantly assess, analyze, and evaluate maintenance work orders and all associated costs, response time to work order requests, and the number of types of work orders by location on a monthly, quarterly, and annual cycle. The automated compilation of this data has made it possible for division staff to perform statistical analysis and evaluations of divisional operations including but not limited to the following:

- *Infor Public 8™ Automated Resource Management System:* This comprehensive software system that is shared by the Department of Parks and Recreation, the City Department of Public Works, and the City Department of Public Utilities that facilitates detailed contact management, work management, asset management, and cost accounting that provides the departments with automated management technology tools that greatly improves the efficiency of a broad range of operational processes. The software system is utilized to track all calls for service, work activities, and costs associated with work activities at all sites the department

must maintain. The software system is also an invaluable tool for generating work orders for scheduled or cyclical maintenance such as work orders every three months for the inspection of City school playgrounds and City municipal park facilities. The automated maintenance reports that are generated from the software system are valuable in documenting historical cost data for maintenance of City assets as well as forecasting future cost projections that are utilized for annual fiscal year budget development.

- *Mowing Frequencies:* The Landscape Management Division staff has established facility maintenance standards regarding mowing frequency based on the type of facility category such as buildings, parks, athletic fields, and roadways. All mowing frequencies are calculated and tracked both in the automated system database and on a separate Excel spreadsheet database for each site that is maintained. A copy of a *Landscape Management Mowing Frequency Chart* has been provided as Evidence of Compliance Documentation.
- *Annual Facility Condition Assessment Inspections:* Annual condition assessment inspections are performed by the Landscape Management Division staff on all City and Schools Division athletic fields, playgrounds, and park infrastructure such as basketball courts, tennis courts, baseball backstops, picnic shelters, benches, bleachers, sidewalks, trails, bridges and parking lots. During the condition assessment inspection process, the condition of each asset is rated on a numeric scale with a low score indicating an asset is in need of major repairs or replacement. Condition assessment inspection scores and inspector comments are entered into the automated work order system to document findings and to generate inspection reports. An example of *Shelter Inspection Reports* has been provided as Evidence of Compliance Documentation.

Programming and Operations Division: The Programming and Operations Division staff is responsible for the coordination of the daily operations of all Department of Parks and Recreation managed City parks, open space natural areas, community recreation centers, Out-of-School Time Child Care programs in all City elementary schools and community recreation centers, department sponsored youth and adult athletic leagues, and City sports facilities such as the Princess Anne Athletic Complex as well as the administration of all formal recreational program contracts and facility leases. Numerous assessment and analytical methodologies are utilized by division staff to regularly evaluate these department programs, facilities, and services areas to ensure they are effectively and efficiently managed and that superior quality assurance and customer relations are continuously maintained. Multiple databases and methodologies are utilized by division staff to generate financial, programmatic, and statistical reports that are analyzed and evaluated to ensure that trends are identified, appropriate adjustments are implemented, and customer feedback is solicited and evaluated in order for division staff to make informed management decisions.

- *Financial Analysis and Evaluations:* All bureaus in the Programming and Operations Division are required to analyze and evaluate financial reconciliation reports that are generated quarterly in the first six months of the fiscal year and then monthly for the last six months of the fiscal year utilizing the City InSite financial automated software system. Rational explanations for

changes and variances in these financial reports when comparing a financial trend in the current fiscal year to the previous fiscal year is required from the management staff responsible for each bureau prior to reports being submitted to the Programming and Operations Division Administrator and the department Business Systems Division for aggregate departmental analysis. The preparation and evaluation of these financial reports is considered a critical component of the process that ensures the division and the department analyzes current financial revenue and expenditure trends in comparison to established fiscal year financial goals. The ongoing monitoring of financial performance enables division management staff to adjust resource allocations as needed at any time in order to proactively maintain divisional financial accountability. An example of a *Financial Reconciliation Projection Report* has been provided as Evidence of Compliance Documentation.

- *Program Attendance and Participation:* The Department of Parks and Recreation Customer Service Business Initiatives Team utilizes the business intelligence tool “Power BI” to create relational analysis of multiple data sets. This tool is utilized to find insights between normally unrelated data such as age and revenue, scans and Net Promoter Scores and time intelligence reporting such as year over year reporting. Power BI reporting is updated on a weekly basis and compiled quarterly and annually to update the designated Key Performance Indicators for the department. These Key Performance Indicators are benchmarks that are indicative of organizational health including customer satisfaction, customer retention, and growth in the City. The *Program Activity Participation Report* is one example of the numerous quantitative reports that feed into the Key Performance Indicators that is utilized by department staff for statistical research to analyze and evaluate department customer trends regarding class and program participation.
- *Recreation Programs Customer Feedback Assessments:* The Department of Parks and Recreation has adopted a recreation program customer feedback assessment methodology known as a Net Promoter Score that measures the degree of customer satisfaction with each program being offered by the department. The data is collected weekly and is compared year to date to previous year to date data. Through the Net Promoter Score assessment model, the department has established quantitative goals to improve customer satisfaction scores throughout every program area of the department. As a result of this initiative, community recreation center member retention increased 4% in FY17 producing the highest member retention rate by the department in over 10 years. The *Retention Rate Power BI - Business Intelligence Report* illustrates the utilization of these data collection methods. For example, recent program customer feedback from customers indicated that an earlier opening time for the fitness areas in the community recreation centers was desired. As a response to this customer feedback, the department implemented a six (6) month trial period to open the Williams Farm Community Recreation Center and the Princess Anne Community Recreation Center an hour earlier Monday thru Saturday.
- *New Recreation Program Evaluations:* To ensure that quantifiable program performance measures are considered with all new program proposals, the Department of Parks and Recreation has established a comprehensive *Program Proposal Pricing Cost Recovery and*

Evaluation Tool. The Program Proposal section establishes program goals that are directly linked to the department vision, mission, community priorities, City Council goals, a program description, target audience, and marketing plan. The Program Pricing Tool section analyses the projected cost associated with running the program and provides a recommended fee for the program based on the department Tiered Level of Service philosophy. The Program Evaluation section is utilized by department staff to determine if program goals were met including the cost recovery of actual program operational expenses including staffing, equipment, supplies, marketing expenses, and staff recommendations for adjustments to future programming. These are completed at the conclusion of each program or program cycle.

- *Program Evaluations:* The Department of Parks and Recreation continuously conducts program evaluations by conducting e-mail satisfaction surveys of all program participants at the conclusion of each program. All program evaluations also utilize the Net Promoter Score as a key metric and are a key component to assist department programmers to determine if their program goals and objectives are being achieved. One example of a program evaluation utilized by department staff is the *Out-of-School Time Program Parent Survey*. The department Out-of-School Time After School Program is conducted in all Virginia Beach Public Elementary Schools as well as six (6) community recreation centers. The annual survey of parents that have children who participate in the program provides invaluable feedback regarding the program registration process, program welcome packet, and program parent handbook as well as department staff attitudes and the quality of program elements. This invaluable information from program participants continues to greatly assist department staff with continuing to enhance staff training as well as all components of the Out-of-School Time After School Program.

Agency Evidence of Compliance Documentation:

- [10.1 – 1.Parks and Recreation 2018 Annual Report](#)
- [10.1 – 2.Parks and Recreation 2018 Strategic Plan](#)
- [10.1 – 3.Envision Virginia Beach 2040 Report](#)
- [10.1 – 4.Director’s 100 Day Department Assessment Report](#)
- [10.1 – 5.Parks and Recreation Budget Reconciliation Reports](#)
- [10.1 – 6.Worker’s Compensation Lag Report](#)
- [10.1 – 7.Development Site Plan Review Memo](#)
- [10.1 – 8.Park Facility Evaluations ADA Deficiency](#)
- [10.1 – 9.Landscape Management Mowing Frequencies Chart](#)
- [10.1 – 10.Shelter Inspection Reports](#)
- [10.1 – 11.Financial Reconciliation Projection Reports](#)
- [10.1 – 12.Program Activity Participation Report](#)
- [10.1 – 13.Retention Rate Power BI - Business Intelligence Report](#)
- [10.1 – 14.Program Proposal Pricing Cost Recovery and Evaluation Tool](#)
- [10.1 – 15.Out-of-School Time Program Parent Survey](#)

Agency Self Review: **MET**

Visitor Comments:

Standard met with review of summary that states method and frequency for each area that is evaluated throughout the department with evidence of each areas evaluations systems.

Visitor Evaluation: Met Not Met

10.1.1 - Responsibility for Evaluation

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

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

Agency Evidence of Compliance: The Department of Parks and Recreation has four division administrators who are responsible for the management of all research, analysis, and evaluation functions by all staff assigned to their respective divisions and one *Administrative Analyst* to support the division's customer focused data requirements. All incumbent staff in these positions has achieved bachelor and/or master degrees and have acquired the skills necessary to coordinate technical research, analysis, and evaluation processes through their formal academic training. The job titles of these incumbents are *Administrative Services Manager - Business Systems Administrator; Landscape Management Administrator; Planning, Design, and Development Administrator; and Programming and Operations Administrator*. Job descriptions for these positions require research, evaluative, and analytical knowledge, skills and abilities. This expertise is extensively utilized by incumbent staff members to evaluate existing programs, services, and facilities offered by the department as well as to research potential new programs, services, and facilities being considered by the department. Copies of positional job descriptions and resumes for those staff members who are responsible for the management of all research, analysis, and evaluation functions in the department have been provided as Evidence of Compliance Documentation.

Agency Evidence of Compliance Documentation:

[10.1.1 – 1.Administrative Analyst Job Description](#)

[10.1.1 - 2.Administrative Analyst Andru Fratarcangeli Resume 2017](#)

[10.1.1 – 3.Administrative Services Manager - Business Systems Administrator Job Description](#)

[10.1.1 – 4.Maile Hildenbrand Business Systems Administrator Resume](#)

[10.1.1 – 5.Landscape Management Administrator Job Description](#)

[10.1.1 – 6.Frank Fentress Landscape Management Administrator Resume](#)

- [10.1.1 – 7.Planning, Design, and Development Administrator Job Description](#)
- [10.1.1 – 8.Chad Morris Planning Design and Development Administrator Resume](#)
- [10.1.1 – 9.Programming and Operations Administrator Job Description](#)
- [10.1.1 – 10.Shirley Deibler Programming and Operations Administrator Resume](#)

Agency Self Review: MET

Visitor Comments:

Standard met with review of job descriptions and resume of each staff member assigned to monitor evaluation process and management.

Visitor Evaluation: Met Not Met

10.1.2 - Staff Training on how to Evaluate Programs, Services, and Facilities

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

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

Agency Evidence of Compliance: Having a Department of Parks and Recreation management and professional staff that is highly skilled in contemporary research, analysis, and evaluation procedures has always been a high priority for the department. During the past five years, the department has appropriated an average of \$110,000 per year in the department operating budget to ensure staff can continue to attend professional conferences and other specialized training opportunities such as those sponsored by the National Recreation and Parks Association and the Virginia Recreation and Parks Society. Additional staff training opportunities regarding contemporary research, analysis, and evaluation methodologies are also available internally which are conducted by department staff subject matter experts and City sponsored training sessions that are coordinated by the City Department of Human Resources.

Research, analysis, and evaluation functions remain a high priority for the Department of Parks and Recreation. The Administrative Analyst position incumbent is responsible for performing highly technical research, data analysis, and evaluation duties and responsibilities and provides mentoring and training to department staff who are responsible for performing evaluations of department facilities, programs, and/or services to ensure they have the expertise in qualitative and quantitative data analysis and evaluation methodologies.

Examples of research and evaluation training opportunities that Department of Parks and Recreation staff has attended have included but are not limited to the following:

Recreation Center Operational Management and Evaluation Training: This department staff training program as documented by the *Recreation Center Operational Management and Evaluation Training Syllabus* and the *Recreation Center Operational Management and Evaluation Training Rosters* is facilitated by the department Administrative Analyst position incumbent and the Customer Service Specialist position incumbent. The initial staff training sessions were conducted for all department management staff and all staff at the seven community recreation centers during calendar year 2017. The scope of this highly specialized staff training initiative was to facilitate the implementation of a new strategic qualitative and quantitative analysis and evaluation strategy for all programs and services offered by the seven community recreation centers known as SMARTER that is based on the concepts of establishing goals and objectives, key performance indicators, and metrics and measures that are Specific, Measurable, Attainable, Relevant, Time-bound, Evaluated, and Re-evaluated. An additional component to the strategy is the analysis and evaluation of a Net Promoter Score that is maintained for all programs and services that are offered by the seven community recreation centers. Each Net promoter Score is based on the satisfaction ratings for that program or service on frequent electronic surveys of community recreation center members who participated in a program or utilized a service.

Program Proposal, Pricing Tool and Evaluation Form: The utilization of a consistent tool for new program proposals and existing program evaluations throughout the recreation programming units has long been a goal of the Department of Parks and Recreation. The *Program Proposal Pricing Tool and Evaluation Form* was developed and staff training was conducted regarding how to utilize this form with each programming unit beginning in December 2017. The *Program Proposal Pricing Tool Training Syllabus* includes an overview of the new form and the history behind and a detailed explanation of how to utilize each section of the evaluation form. The Program Proposal section establishes program goals that are directly linked to both the department and City goals, a program description, target audience, and marketing plan. The Program Pricing Tool section analyses the projected cost associated with running the program and provides a recommended fee for the program based on the department Tiered Level of Service philosophy. The Program Evaluation section is utilized to determine if program goals were met, the cost recovery of actual program operational expenses including staffing, equipment, supplies, marketing expenses and staff recommendations for adjustments to future programming. The Recreation Services Unit management staff has expanded the training on this tool to include how it will be utilized in the overall programmatic planning process that was presented during staff training sessions as documented by the *Recreation Services Programming Planning Overview Syllabus* and the *Recreation Services Programming Planning Training Roster*.

Microsoft Power BI Data Analysis Training: The City Data Science Team staff began coordinating the implementation of a Microsoft Power BI software system for data analytics in 2017. Five Department of Parks and Recreation staff from the Information Technology Unit and Customer Service Initiatives Unit attended the Power BI Pro user training and certification course that was conducted by the City Data Science Business Analyst. Subsequently, the Administrative Analyst

and Customer Service Specialist position incumbents conducted a department management and professional training session regarding the components of the Microsoft Power BI software system and how the system could be utilized by department staff to better analyze and evaluate department operations. Since that time, seven more department staff from the Marketing Unit, Programming and Operations Unit, Out of School Time Unit, and Business Systems Administration Unit have attended the Microsoft Power BI software system training and certification course and department staff currently utilizes the software system as an invaluable management tool to numerically analyze and evaluate all aspects of department operations such as *Customer Service Key Performance Indicators*.

NRPA Certified Playground Safety Inspector Training Course: The Department of Parks and Recreation currently has eight full-time Landscape Management Division staff that are NRPA certified in the inspection, analysis, and evaluation of the physical condition of park playground equipment as documented by the *NRPA Certified Playground Safety Inspector Training Course Syllabus* and the *NRPA Certified Playground Safety Inspectors Staff List* as evidenced by *CPSI Certificate*. The completion of the NRPA sponsored Certified Playground Safety Inspector training course is a requirement for all department maintenance staff who are responsible for the safety analysis and evaluation of all playground equipment that is installed in City parks throughout the City. This training course instructs department maintenance staff regarding how to identify, analyze, and evaluate safety hazards on City playgrounds and playground equipment, how to rank those hazards according to injury potential, and how to apply that expertise to effectively maintain the Department of Parks and Recreation playground safety program. The results of the playground inspection process is utilized by the department to determine the priority of all playground renovation capital projects.

Agency Evidence of Compliance Documentation:

[10.1.2 – 1.Recreation Center Operational Management and Evaluation Training Syllabus](#)

[10.1.2 – 2.Recreation Center Operational Management and Evaluation Training Rosters](#)

[10.1.2 – 3.Program Proposal Pricing Tool and Evaluation Form](#)

[10.1.2 – 4.Program Proposal Pricing Tool Training Syllabus and Roster](#)

[10.1.2 – 5.Recreation Services Programming Planning Overview Syllabus](#)

[10.1.2 – 6.Recreation Services Programming Planning Training Roster](#)

[10.1.2 – 7.Customer Service Key Performance Indicators](#)

[10.1.2 – 8.NRPA Certified Playground Safety Inspector Training Course Syllabus](#)

[10.1.2 – 9.NRPA Certified Playground Safety Inspectors Staff List](#)

[10.1.2 – 10.CPSI Certificate](#)

[10.1.2 – 11.CPSI Certificate](#)

Agency Self Review: MET

Visitor Comments:

Standards met with the review of Operations Management and Evaluation training/roster, Pricing

Tool and Evaluation training/roster, Service Programming Planning training/roster, and Playground Safety Inspector syllabus and certificates.

Visitor Evaluation: Met Not Met

10.2 - Outcomes Assessment

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

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

Agency Evidence of Compliance: All Department of Parks and Recreation management and professional staff is continually involved in some aspect of outcomes assessment to determine if department facilities, programs, and services are achieving desired outcomes. Staff utilize *Service Assessment filters* during the assessment process. Whether it is an individual participant skill level improvement, a recreational program outcome, or how City residents view our department facilities, programs, and services, department staff is continuously evaluating business practices and implementing necessary operational enhancements to increase the operational effectiveness of department facilities, programs, and services including but not limited to the following methodologies:

Comprehensive Recreational Programs Outcomes Assessments: All Department of Parks and Recreation recreational programs are developed utilizing the department *Programming and Operations Program Evaluation Tool*. This is completed at the end of the program or program cycle. This tool incorporates program development including the goals and objectives of the program as well as projected expenses and revenues. The evaluation component then looks at to what degree program objectives were met, what were the actual program expenses and revenues, and what are the recommended operational enhancements to a program based on all of these outcomes. For example, the 2018 Magic Camp Program outcome assessment that was based on the assessment of projected and actual program outcomes determined that no programmatic changes were proposed for future magic camp programs.

Individualized Program Outcomes Assessments: Department of Parks and Recreation recreational programs often have an individualized outcomes goal that is typically in the form of a skills development assessment by department staff such as the *Aquatics Program Learn to Swim Assessment Forms*. The desired outcomes of this program require every program participant to pass six (6) swim skill levels in ascending order and a skill level must be achieved before a

participant qualifies for the next highest skill level as evaluated by department aquatics staff that are certified Water Safety Instructors. Another example of individualized program outcomes assessments is the department Therapeutic Recreation Program Your Way to 5K Program. The desired outcome of this program is to have all participants improve their physical conditioning as evaluated by department therapeutic staff who are certified Therapeutic Recreation Specialists. All program participants are assessed at the beginning of the program regarding their age, height, weight, body mass index, resting and active heart rates, and time elapsed to walk or run a 5K distance (3.1 miles) utilizing the department *Therapeutic Recreation Program Your Way to 5K Progress Assessment Form*. At the conclusion of the program, all participants are assessed again by department program staff in all categories with the desired program outcome being all participants enhancing their physical health.

Community Recreation Centers Membership Surveys: The Department of Parks and Recreation utilizes numerous customer, facility, program, and service quality evaluation surveys in order to solicit customer feedback in an effort to enhance all aspects of department operations by identifying the best strategies for success. A statistical analysis of survey responses provides quantitative data such as a Net Promoter Score, a widely utilized outcomes assessment methodology with proven success in increasing customer retention in many industries. The department *Community Recreation Centers New Member Survey* is an example of one of the surveys utilized by the department to obtain a customer Net Promoter Score for the programs and services that are offered by the department. These surveys are sent every two weeks. This strategic outcomes assessment by regularly soliciting customer feedback allows department management staff to closely measure performance over time as well as allows department management staff to make agile operational adjustments based on customer feedback. Survey results are monitored monthly by department management staff and a full data analysis is provided quarterly and annually or as needed for individual programs as seen in the *FY17 Net Promoter Score & KPI Report*.

Community Recreation Centers Membership Assessments: One of the critical components of the management of the City seven community recreation centers by the Department of Parks and Recreation is the forecasting and close monitoring of membership sales and associated revenues. Membership statistics for each of the seven community recreation centers are reported monthly, quarterly, and annually during every fiscal year such as in the *FY17 Community Recreation Centers Membership Statistics Report* that provides an outcomes assessment of the effectiveness of department membership marketing strategies. The Marketing and Resource Development Bureau staff closely monitors and evaluates all membership statistics reports and based on their outcomes assessment of membership trends as compared to a department desired outcome of 2% annual membership growth will implement changes to membership marketing strategies in an effort to enhance recreation center membership sales and associated revenues.

Agency Evidence of Compliance Documentation:

[10.2 – 1.Service Assess Filters](#)

[10.2 – 2.Programming and Operations Program Evaluation Tool](#)

[10.2 – 3.Aquatics Program Learn to Swim Assessment Forms](#)

[10.2 – 4.Therapeutic Recreation Program Your Way to 5K Progress Assessment Form](#)

[10.2 – 5.Community Recreation Centers New Member Survey](#)

[10.2 – 6.FY17 Net Promoter Score & KPI Report](#)

[10.2 – 7.Community Recreation Centers Membership Statistics Report](#)

Agency Self Review: MET

Visitor Comments:

Chapter 10 was misunderstood by Virginia Beach CAPRA Team. Once on site, I was able to create a task force to work through chapter 10 evaluations, analyzing the data and how they creating department wide change from the data collected. They originally had strong emphasis on all the evaluation systems they use but struggled to show how they took the data from evaluation to department changes. The agency clearly uses this process across all divisions and could clearly verbalize how they get from the evaluation point to the change in processes, however they struggled to create clear evidence of compliance examples for the self-assessment. The department has met the standard through observation and conversation while on site, but still could not create a document to support processes.

Visitor Evaluation: Met Not Met

10.3 - Performance Measurement

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

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

- a. Recreation and demographic trends
- b. Needs assessment
- c. Community inventory
- d. Surveys
- e. Program and service statistics
- f. Inspections
- g. Customer feedback
- h. Program evaluation

- i. Risk management reports and
- j. Budget and financial reports

Agency Evidence of Compliance: Department of Parks and Recreation staff continuously analyze and evaluate all programs and services that are offered by the department to ensure that the goals and objectives of every program and service continue to be achieved. The numerous methodologies utilized by department staff to accomplish effective performance measurement include but are not limited to the following:

Recreation and Demographic Trends Analysis: Comprehensive recreation and demographic trends data is analyzed and evaluated weekly by Department of Parks and Recreation staff for both the City population and the membership base of the department utilizing data documented by a consultant firm. The most recent trends analysis was performed by department staff in partnership with the consultant firm of ESRI Consultants. Their *ESRI Community Analysis Reports* document reliable data on citywide demographics and trends as well as recreation, health, and leisure spending trends of City residents and is updated annually. By comparing the demographic and socioeconomic data of our membership to that of City residents, department staff are able to successfully maintain an accurate assessment regarding the characteristics of our members and what programs and services that are offered by the department that they are likely to support. This information is invaluable to department staff during the strategic planning process when the viability of establishing specific new programs and services are being considered.

Community Needs Assessment Surveys: In 2006 and 2012, the Department of Parks and Recreation contracted with the consultant research firm of Leisure Vision that specializes in the analysis of the parks and recreation industry, to conduct a Community Needs Assessment Survey. In 2017, the department contracted with the consultant research firm of ETC Institute to conduct the survey. Over 930 families who live in various communities throughout the City completed the *2017 Parks and Recreation Community Needs Assessment Survey*. Department staff have utilized the results of these invaluable community surveys to identify and monitor recreational trends throughout the City in order to ensure that department managed facilities, programs, and services continue to satisfy the recreational needs of our dynamic community. This assessment is also utilized by department management staff during the strategic planning process to identify department funding priorities for the annual fiscal year operating budget and capital improvement program budget process. One example is the new initiative by the department to increase focus on City parks and natural area locations to enhance site amenities.

Parks and Recreation Community Alternative Providers Report: Once a year, a comprehensive study of park, recreation, and fitness facilities, programs, and services that are offered in the City is completed by the Department of Parks and Recreation, Programming and Operations Division staff as documented in the *Parks and Recreation Community Alternative Providers Report*. This study is utilized to identify any areas that are over or underserved in facilities and programs available to Virginia Beach citizens. After community needs are identified, department staff work to divest redundant programs or services where the community need is being met by other organizations and consider investing in programs or services where the community need is

currently not met. For example, in the past few years the amount of martial arts programs in the community have increased and department staff has felt it best to divest from the amount of martial arts programs offered and focus more on the personal and group fitness aspect.

City Community Satisfaction Surveys: Every two years, the City Council contracts with a consultant firm to conduct a survey of City residents to assess their satisfaction with City Services. The 2017 City of Virginia Beach Citizens Satisfaction Survey results for the Department of Parks and Recreation indicated that 97% of survey respondents ranked their satisfaction with community recreation center programs and services as “High” and 92% of survey respondents ranked their satisfaction with the quality of City parks as “High”. Survey respondents also provided their comments and recommendations regarding their priorities for recreation and greenspace initiatives. In response to survey comments, the department re-organized the Parks and Natural Areas Unit so that the grounds maintenance responsibility for all large City parks was re-assigned to the department Landscape Management Division. *Organizational charts* depicts the reorganization which now allows the Parks and Natural Areas Unit staff to focus on increased environmental and special event programming initiatives that has been an expressed priority of the community.

Program and Service Statistics: Department of Parks and Recreation Marketing and Resource Development Bureau staff and Programming and Operations Division staff regularly utilize qualitative and quantitative statistics as performance measures to monitor, analyze, and evaluate the degree of success of all recreation programs based on program participation and program revenues. The Marketing and Resource Development Bureau staff closely monitors and evaluates the registration pace for all recreation programs utilizing a weekly *ActiveNet Activities Below Minimum Required Report* to determine if the programs offered are actually meeting the recreational program needs of City residents or if they need additional program marketing efforts. The Programming and Operations Division staff also closely monitors trends regarding program cancellations, cost recovery, and program sales volume that provides invaluable program measures to analyze and evaluate demographic trends that could impact the accomplishment of programmatic goals and objectives as well as budgetary revenue forecasts. For example, community survey results recently indicated that additional pre-school learn to swim programs were desired at the Princess Anne Community Recreation Center. However when additional pre-school learn to swim programs were offered at the center, they did not meet minimum registration requirements established by the department. At the same time, elementary school age learn to swim programs had waitlists at the center so department staff changed the pre-school learn to swim programs to elementary school age learn to swim programs.

Parks and Recreation Facility Inspections: To ensure that Department of Parks and Recreation facility inspection and maintenance program measures are effectively achieved, each year the Department of Parks and Recreation Inclusion and Service Standards Team members conduct an Inclusivity Assessment of all department facilities to ensure all facilities are accessible and compliant with the provisions of the Americans with Disabilities Act such as the *Bayside Community Recreation Center 2018 Inclusivity Assessment Report*. Any ADA accessibility discrepancies found during the inspection process are either corrected immediately or scheduled

as a Capital Improvement Program project. The department has also established very strict performance measures regarding the safety and quality of department park facilities and amenities. The department Landscape Management Division staff who are nationally certified playground inspectors are responsible for conducting quarterly and semi-annual playground inspections of all City park playgrounds as documented by an example of a *Landscape Management Playground Inspection Report*. The Landscape Management Division staff is also responsible for the annual inspection of all City park shelters as documented by an example of a *Landscape Management Shelter Inspection Report*.

Existing Recreations Program Customer Feedback: One method the Department of Parks and Recreation utilizes to capture individualized customer feedback are *comment cards*. Recently, the Department adopted a recreation program customer feedback assessment methodology known as a Net Promoter Score that measures the degree of customer satisfaction with each program being offered by the department. The data is collected weekly and is compared year to date to previous year to date data. Through the Net Promoter Score assessment model, the department has established quantitative goals to improve customer satisfaction scores throughout every program area of the department. As a result of this initiative, community recreation center member retention increased 4% in FY17 producing the highest member retention rate by the department in over 10 years. The *Retention Rate Power BI - Business Intelligence Report* illustrates the utilization of these data collection methods. For example, recent program customer feedback from customers indicated that an earlier opening time for the fitness areas in the community recreation centers. As a response to this customer feedback, the department implemented a six (6) month trial period to open the Williams Farm Community Recreation Center and the Princess Anne Community Recreation Center an hour earlier Monday thru Saturday, as evidenced by the *change of center hours*.

New Recreation Program Evaluations: To ensure that quantifiable program performance measures are considered with all new program proposals, the Department of Parks and Recreation has established a comprehensive *Program Proposal Pricing Cost Recovery and Evaluation Tool*. The Program Proposal section establishes program goals that are directly linked to the department vision, mission, community priorities, and City Council goals, a program description, target audience, and marketing plan. The Program Pricing Tool section analyses the projected cost associated with running the program and provides a recommended fee for the program based on the department Tiered Level of Service philosophy. The Program Evaluation section is utilized to determine if program goals were met including the cost recovery of actual program operational expenses including staffing, equipment, supplies, marketing expenses, and staff recommendations for adjustments to future programming. These are completed at the end of each program or program cycle.

Risk Management Reports: The Department of Parks and Recreation utilizes the City RiskMaster automated database to report and monitor all department accident or injury incidents in the department. The department performance measure regarding risk management related issues is to minimize risk management costs as much as possible as those costs are deducted from the department annual operating budget. To accomplish this initiative, the department has established

a department Safety Team, which meets quarterly, that is comprised of professional and management staff with the responsibility of closely monitoring all department accidents and injuries and making recommendations to reduce risk management costs. The department has established a risk management performance measure that all staff accidents and injuries must be entered into the City RiskMaster database within 48 hours as reflected in the Parks and Recreation *Safety Plan*. This initiative has contributed to the City saving over one million dollars in risk management claims during Fiscal Year 2018.

Budgetary and Financial Reports: To ensure that all department revenue and expenditure performance measures are closely monitored, department management staff are required to complete monthly, quarterly, and annual budget reconciliation reports that are submitted to the department Business Systems Administrative Analyst position incumbent for a comprehensive analysis and evaluation. Revenues and expenditures are closely monitored to ensure all departmental financial goals are met through several means including the *Parks and Recreation Budgetary Expenditure Report* and the *Parks and Recreation Budgetary Revenue Report*. By completing the reconciliations, management can make informed decisions and take the steps necessary to ensure budget targets are met. Reducing staff hours, monitoring supply costs, changing processes or increasing prices for programs are some examples.

Agency Evidence of Compliance Documentation:

[10.3 – 1.ESRI Community Analysis Reports](#)

[10.3 – 2.Parks and Recreation 2017 Needs Assessment Survey](#)

[10.3 – 3.Parks and Recreation Community Alternative Providers Report](#)

[10.3 - 4.Parks Organization Chart](#)

[10.3 - 5.Realigned Parks Unit Organization Chart](#)

[10.3 - 6.Realigned Parks with LM Organization Chart](#)

[10.3 – 7.ActiveNet Activities Below Minimum Required Report](#)

[10.3 – 8.Bayside Community Recreation Center 2018 Inclusivity Assessment Report](#)

[10.3 – 9.Landscape Management Playground Inspection Report](#)

[10.3 – 10.Landscape Management Shelter Inspection Report](#)

[10.3 - 11.Completed Customer Comment Card](#)

[10.3 – 12.Retention Rate Power BI - Business Intelligence Report](#)

[10.3 - 13.Change of Center Hours](#)

[10.3 – 14.Program Proposal Pricing Cost Recovery and Evaluation Tool](#)

[10.3 - 15.Safety Plan](#)

[10.3 - 16.Parks and Recreation Budgetary Expenditure Reports](#)

[10.3 - 17.Parks and Recreation Budgetary Revenue Reports](#)

Agency Self Review: MET

Visitor Comments:

Standard met with the review of summary which details the frequency of all the examples shown

in the evidence of compliance list. They provided examples in community inventory, surveys, comment cards, need assessment, playground inspections and minimum program participation reports, just to name a few of process this agency continues to evaluate.

Visitor Evaluation: Met Not Met

10.3.1 - Level of Service Standards

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

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

Agency Evidence of Compliance: The Department of Parks and Recreation utilizes Level of Service Standards to ensure that all department facilities, programs, and services meet local, regional, and national recreation profession standards. Level of Service Standards are utilized by all department operational divisions to constantly monitor, analyze, and evaluate all aspects of department operations to ensure that the department maintains quality facilities and that all programs and services meet the diverse needs of our dynamic community. Some examples of department Level of Service Standards include but are not limited to the following:

Level of Service Standards - 10 Minute Walk Time to City Park Facilities:

The Department of Parks and Recreation has adopted the Trust for Public Land Level of Service Standard to provide a public park within a Ten (10) minute walk distance for all City residents. Currently, sixty-one percent (61%) of City residents live within a Ten (10) minute walk of a public park. The current initiative of the department is to increase this statistic to sixty-three percent (63%) by 2040. Annual updates regarding the progress toward accomplishing this initiative are reported to the City Council during the annual capital improvement program proposed budget review process. This Level of Service Standard is utilized by department staff to identify and analyze potential land acquisitions during the City proposed subdivision plan review process to determine if there will be an open space dedication requirement that could be utilized by the department to construct new City parks that will rectify connection deficits throughout the park system. Appropriations in the department proposed FY20 Capital Improvement Program budget includes proposed appropriations to develop eight (8) new City parks at a cost of \$400,000 on undeveloped park lands in communities that do not currently meet the ten (10) minute walk time Level of Service Standard. The construction of the eight (8) new City parks will bring 43,451 City residents within the ten (10) minute walk time service standard.

Level of Service Standards - Park Facility Assets:

The Department of Parks and Recreation has been recognized for managing one of the top park systems in the nation for the number of playgrounds and other amenities that are provided to City residents. In order to more efficiently manage facility assets, Level of Service Standards per capita for key facilities in City parks were established by the department in the 2008 Virginia Beach Outdoors Plan. These standards were based on facility level of service averages provided by regional and national benchmarking studies as well as actual City resident usage averages quantified by department surveys and the standards established by the department meet or exceed regional and national averages. The Virginia Beach Outdoors Plan is a long range strategic planning document that projects future needs of a broad range of facilities, programs, and services and statistically compares the needs of the City community to the existing facilities that are provided by the Department of Parks and Recreation.

For example, the *2016 Virginia Beach Outdoors Plan Recreation System Assessment (Page 15)* evaluates the current Department of Parks and Recreation baseline Level of Service Standard for City outdoor tennis courts at .20 courts per 1,000 population (1 court per 5,000); for City outdoor basketball courts at .34 courts per 1,000 population (1 court per 2,940); and for City park playgrounds at .50 playgrounds per 1,000 population (1 per 2,000) based on a City population of 451,000 in 2016. The Level of Service Standard for each of these three types of facilities currently indicates a surplus of facilities in 2016 and no deficit of these facilities is projected by the department for a 2040 City population of 498,000.

Level of Service Standards – Community Recreation Centers:

The Department of Parks and Recreation maintains service level standards monitoring, analysis, and evaluation through a *Parks and Recreation Customer Service Key Performance Indicators Report* that includes market penetration for City residents served by the department against the total population of the City. For example, the level of service standard for market penetration is a 2% increase over the previous calendar year. This 2% increase establishes a level of service standard of 22.34% of City residents who purchase a community recreation center membership. In 2018, the percent of City residents purchasing a community recreation center membership was 19.76%. The report also tracks year over year annual membership retention targets and actual market penetration. The level of service standard for membership retention is a 2% increase over the previous fiscal year. In FY18, actual membership retention was a 1.7% increase over FY17.

A *Community Recreation Center ESRI Tapestry Summary Report* provides department staff with demographic data based on a ten (10) minute drive time to each of the seven (7) recreation centers. In addition to the demographic data, the populations within the service areas are classified by life mode groups which gives a general idea of the life styles of the populations served by each of the recreation centers. This data is utilized by department staff during programs and services planning for the community recreation centers to rectify gaps in programs and services that are offered by the department based on the expressed interests of City residents who live in the demographic area of each of the community recreation centers.

Level of Service Standards – Facility Design and Development:

The Department of Parks and Recreation manages an extensive recreational system of 293 City park sites that comprise 7,400 acres throughout the City, seven community recreation centers, and numerous athletic, boating, trail, and other specialized facilities. The department Level of Service Standard for all department managed facilities is that they are designed and developed with the highest standards of quality, continue to satisfy national standards for safety as specified by the Consumer Products Safety Commission, and continue to satisfy national standards for ADA accessibility as specified by the Americans with Disabilities Act. To ensure these standards continue to be maintained, the department has developed a *Parks and Recreation Design Standards Manual* as a component of the Virginia Beach Outdoors Plan that has been adopted by the City Council. Level of Service Standards for Facility Design and Development as specified in the design standards manual include but are not limited to the following:

Park Development Standards: (Large signature parks, small neighborhood parks, natural areas)

Specialized Facilities Standards: (Dog parks, disc golf, skate parks)

Buildings: (Park offices, restrooms, storage)

Parking Lots: (Asphalt, gravel, pervious)

Athletic Fields: (Field hockey, soccer, baseball, softball, bleachers, dugouts)

Play Courts: (Basketball, tennis, horseshoe, volleyball)

Playground Systems: (Color, boundary material, fasteners, surfacing, drainage)

Walkways and Trails: (Asphalt, concrete, crushed stone, natural, bridges)

Shelters: (Wood, metal, prefabricated, shade)

Lighting: (Parking, path, area)

Fencing: (Two-rail wood, chain link, guardrail, bollard, entrance gates)

Signage: (Entry, educational, way finding, regulatory, warning)

Level of Service Standards – Facility ADA Accessibility Compliance:

The 1990 Americans with Disabilities Act (ADA) requires all new facilities built for public use to be in compliance with the accessibility requirements of the Act and also outlines requirements for facilities built prior to 1990. For facilities built prior to 1990, a governing body must perform a self-evaluation of all facilities and develop an ADA transition plan that: 1) Identifies the individual responsible for ADA implementation; 2) Identifies the physical barriers in all facilities that limit accessibility; 3) Describes the methods that are required to make each facility accessible; 4) Provides a schedule for ADA modifications; and 5) Updates the ADA Transition Plan periodically.

The Department of Parks and Recreation has established an *ADA Transition Plan* for recreational facilities and parks that serves as the department Level of Service Standard for ADA accessibility. The ADA Transition Plan is segmented into types of facilities which are signature parks, metro parks, community parks, neighborhood parks, linkage trail parks, natural areas, athletic complexes, golf courses, gateway parks, resort areas, community recreation centers, and water access sites. In the ADA Transition Plan Report, department staff have identified \$597,000 of ADA non-compliant facilities. Department staff continue to perform annual evaluations of all ADA non-compliant facilities so that accurate compliance cost estimates and project priorities can be maintained. As of 2018, the department has achieved 93% ADA compliance and annual

appropriations in the department Capital Improvement Program budget continue to be dedicated to achieving 100% ADA compliance.

Level of Service Standards - Tiered Mowing Frequencies: Proper mowing maximizes the health and appearance of the turf and reduces efforts and costs of turf maintenance. The overall appearance, supplying safe outdoor conditions for City residents and the playability of athletic fields to ensure continuous use of recreational facilities are the goals for tiered mowing operations. All City facilities and sites that are maintained by the Department of Parks and Recreation, Landscape Management Division staff have been designated with one of six tier maintenance frequencies with Tier 1 being the highest profile sports facilities and Tier 6 being the lowest profile open spaces and BMP shorelines. A copy of the *Parks and Recreation Tiered 1-6 Facility Maintenance Frequencies* has been provided as Evidence of Compliance Documentation.

Agency Evidence of Compliance Documentation:

[10.3.1 – 1.2016 Virginia Beach Outdoors Plan Recreation System Assessment](#)

[10.3.1 – 2.Parks and Recreation Customer Service Key Performance Indicators Report](#)

[10.3.1 – 3.Community Recreation Centers ESRI Citizen Tapestry Summary Report](#)

[10.3.1 – 4.Parks and Recreation Design Standards Manual](#)

[10.3.1 – 5.Parks and Recreation ADA Transition Plan](#)

[10.3.1 – 6.Parks and Recreation Tiered 1-6 Facility Maintenance Frequencies](#)

Agency Self Review: **MET**

Visitor Comments:

Standard met through review of Outdoor Plan and Recreation System Assessment, Customer Service Key Performance Indicators Report, Centers ESRI Citizen Tapestry Summary Report, Recreation Design Standards, ADA transition Plans and Facility Maintenance Frequencies.

Visitor Evaluation: Met Not Met

10.4 - Needs Assessment

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

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

Agency Evidence of Compliance: Every two (2) years, the Department of Parks and Recreation conducts a comprehensive facility and programmatic needs assessment to solicit City resident responses regarding their recreational facility and program preferences. The survey was last conducted in 2017 and will be conducted again in 2019, *2019 Needs Assessment Survey PO & Info*. The results of this systematic process is utilized by department management staff to determine facility and program funding priorities for the department in the annual fiscal year operating budget and capital improvement program budget to ensure the opportunities that the department provides for fitness, play, and leisure meet the desires of the community. All recreation program participants have an opportunity to provide feedback at the conclusion of each program and department staff monitors program success rates at the conclusion of each program of program cycle to ensure the programming offered is appealing to the community. All programs that are not successful are divested and successful programs are expanded wherever possible and department staff constantly research program trends in their areas of expertise as well as engage other recreation professionals via conferences, committees, and professional forums such as NRPA Connect to bring new and exciting programs and facilities to the City.

Department of Parks and Recreation staff also conduct an annual competitive analysis to ensure that department programs and services are complementary to those available in the private sector. The department recently constructed a new 87,000 square foot community recreation center that was designed based on community interests and the latest industry trends in aquatics, fitness, play, recreation, and leisure. During the summer of 2017, the department retained the consultant firm of ETC Institute to administer a needs assessment survey of City residents that utilized mail, e-mails, and telephone calls. The survey was administered as part of the efforts by department staff to establish priorities for indoor and outdoor recreational opportunities for City residents. The survey results were compiled in the *2017 Needs Assessment Survey Report*. In August, 2017, a comprehensive review of the needs assessment survey results was conducted by senior leadership to determine the prioritization of needs based on the results, compiled here *Needs Assessment Survey Review – combined*. The survey results are guiding department staff in taking a strategic approach to making decisions that will enrich the future of the community. The final report also provides the results from surveys from prior years as well as comparisons to nationwide results. This data is beneficial to department staff in making the numerous determinations regarding prioritizing resources, trend projections, and focus areas for long-range planning initiatives. Components based on the attitudes and interests of City residents that were solicited in a strategic planning community survey along with needs assessment survey data were included in the department's 2018 *Parks and Recreation Strategic Plan Action Plan*, which incorporates the Department's goals and objectives. Action Plan progress is reviewed quarterly

Agency Evidence of Compliance Documentation:

[10.4-1.2017 Needs Assessment Survey Report](#)

[10.4 - 2.2019 Needs Assessment Survey PO & Info](#)

[10.4 - 3.Needs Assessment Survey Review – combined](#)

[10.4 - 4.Parks and Recreation Strategic Plan](#)

Agency Self Review: MET

Visitor Comments:

Standard met with the review of the Needs Assessment completed in 2017 which fed the data needed for the strategic plan created in 2018 by Pros Consulting.

Visitor Evaluation: Met Not Met

10.5 - Program and Service Statistics

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

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

Agency Evidence of Compliance: Department of Parks and Recreation staff maintains numerous facility and program statistics that are utilized by department staff in the strategic decision-making process. Whether it is the consideration of changing operational hours of a community recreation center, deciding what programs should be offered or discontinued, monitoring community recreation center members and program participation, showing department staff where best to spend limited marketing funding, or showing how much funding can be saved by utilizing volunteers, statistics provide irrefutable evidence to ensure that quantitative and qualitative data support intelligent cost effective management decisions. Examples of program and service statistics utilized by the department include but are not limited to the following:

Marketing and Resource Development Bureau Statistics: Department of Parks and Recreation Marketing and Resource Development Bureau staff and Programming and Operations Division staff, at a minimum of weekly, utilize qualitative and quantitative statistics as performance measures to monitor, analyze, and evaluate the degree of success of all recreation programs based on program participation and program revenues. The Marketing and Resource Development Bureau staff closely monitors and evaluates the registration pace for all recreation programs utilizing a weekly *ActiveNet Activities Below Minimum Required Report* to determine if the programs offered are actually meeting the recreational program needs of City residents or if they need additional program marketing efforts. The Programming and Operations Division staff also closely monitors trends regarding program cancellations, cost recovery, and program sales volume that provides invaluable program measures to analyze and evaluate demographic trends that could impact the accomplishment of programmatic goals and objectives as well as budgetary revenue forecasts. For example, community survey results recently indicated that additional pre-school learn to swim programs were desired at the Princess Anne Community Recreation Center. However when additional pre-school learn to swim programs were offered at the center, they did

not meet minimum registration requirements established by the department. At the same time, elementary school age learn to swim programs had waitlists at the center so department staff changed the pre-school learn to swim programs to elementary school age learn to swim programs.

Volunteer Resource Management Statistics: The Department of Parks and Recreation recruits and utilizes volunteers in all operational areas of the department. Not only does volunteerism give individuals a chance to give back and serve their community, it allows many individuals an opportunity to gain invaluable work experience in the parks and recreation profession and possibly qualify for a full-time position in the future. The *Parks and Recreation 2017 Volunteer Summary Report* allows department staff to monitor the actual number of volunteers, the total number of hours volunteered, and the dollar amount the department has saved compared to paid staff by utilizing volunteers. For example, the FY 2017 report reflects the department had a total of 5,231 volunteers who contributed 93,141 hours to the department with an estimated value of \$2,248,426 that is equivalent to 45 full-time positions.

Community Recreation Centers Operating Hours Analysis: Department of Parks and Recreation management and professional staff conducted a comprehensive quantitative staff analysis regarding the consideration of changing the operating hours of several community recreation centers due to the additional operating expense that needed to be justified by logistical information. Department staff first solicited resident feedback from a comprehensive membership survey and the positive feedback from the survey resulted in a decision to implement a pilot program to open two (2) of the seven (7) community recreation centers an hour earlier at 5a.m. on weekdays and 8a.m. on Saturdays. Department staff implemented this pilot program for a three-month trial period and analyzed the results in an *Early Opening Pilot Numbers for Recreation Centers Report*. As the result of the pilot program was inconclusive, department staff decided to extend the pilot program thru June 2019 to give more time to collect statistical data to quantify if the earlier opening hours are resulting in increased morning participation. Results of the second report showed an increase in new members which justified the need to offer early hours and include a third Center to open earlier.

Sports Management Unit Statistics: The Department of Parks and Recreation sponsors numerous organized youth and adult recreational leagues including basketball, football, volleyball, and softball through a cooperative partnership in conjunction with volunteer non-profit recreation associations. Statistical data that is compiled in an annual *Sports Management Participation Report* includes program statistics on each league including age groups, gender, and number of participants. Department staff annually conduct a statistical analysis of program participation to determine the number, type, and location of athletic facilities that are needed to increase sports program registrations. One result of this process was the identification of reduced participation in the youth tackle football program. Following a survey of tackle football program participants that indicated there would be support for the establishment of a youth flag football program, department staff decided to offer a new *Youth Flag Football Program* each fall as a temporary pilot program.

Agency Evidence of Compliance Documentation:

[10.5 – 1.ActiveNet Activities Below Minimum Required Report](#)

[10.5 - 2.Parks and Recreation 2017 Volunteer Summary Report](#)

[10.5 - 3.Mon Friday Early Opening Pilot Numbers for Community Recreation Centers Report](#)

[10.5 - 4.Sat Early Opening Pilot Numbers for Community Recreation Centers Report](#)

[10.5 - 5.Sports Management Participation Report](#)

[10.5 – 6.Youth Flag Football Program](#)

Agency Self Review: MET

Visitor Comments:

Standard met with the review of the reports provided, reviewing summary written by staff and verbally communicating future programs and development with “Evaluation Task Force.” Evaluation Task force was created while on site to help communicate to “Visiting Team” how they take the analysis to created new goals, objectives and programs. Department was strong in verbal communication on the process, but no formal written documents.

Visitor Evaluation: Met Not Met

10.5.1 - Recreation and Leisure Trends Analysis

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

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

Agency Evidence of Compliance: Department of Parks and Recreation staff recognize the importance of utilizing systematic methodologies to obtain research data that can then be analyzed and evaluated to determine why and how local, national and societal trends are occurring. Decisions made by department management staff regarding the implementation or elimination of department recreational programs and services as well as the types, styles, and locations of capital facilities and other amenities is always predicated on sound judgment utilizing systematic data evaluation and target market trends analyses. Examples of recreation and leisure trends analysis and evaluation in critical department business areas that are conducted by the Department of Parks and Recreation include but are not limited to the following:

Football: According to the *Aspen Institute Sports and Society Program Analysis*, the number of students playing high school football across the nation fell for the fourth consecutive year. The Sports and Fitness Industry Association found through their annual survey that flag participation surpassed tackle as the most commonly played version among kids ages 6 to 12. The flag participation for that age group, over the last three years is up 38.9% which is more than any other sport.

The *Virginia Beach Football Participation 6-Year Overview* shows community level participation has decreased 17.4% over the past five years. Virginia Beach, *neighboring cities*, and independent organizations such as Pop Warner and American Youth Football have also experienced a decline in participation. From 2013 – 2018, there has been a 30.3% decrease overall.

In light of this information, Virginia Beach hosted youth football summits to develop a plan to not only maintain football participation numbers but to increase them. This plan includes implementing a *Seven v Seven Passing Football* league for age groups U10 - U18 and implementing a coed *youth flag football* program for ages U12 - U16. An *email communication* was also sent to all Football Coordinators saying we have also adjusted the age and weight requirements to participate in our tackle program to allow more youth to play and align us to inter-league with neighboring Cities.

Pickleball: National Participatory Trends in General Sports report that participation has grown 11.3 % from 2016 to 2017. According to the Sports & Fitness Industry Association (SFIA) 2018 Pickleball Participant Report, (referenced in the *National Participatory Trends in General Sports*) they reported pickleball currently has 3.1 million players in the US – an increase of 12% over the previous year and identified that the South Atlantic Region (FL, GA, SC, NC, VA, WV, DC) was considered one of the largest number of core participants with 174,000 players. According to the *USA Pickleball Association Fact Sheet*, the number of places to play pickleball has doubled since 2010. Today there are nearly 4,000 locations to play, with dedicated pickleball facilities being developed across the Country. The sport continues to grow and evolve worldwide.

To address the growing sport of pickleball, Parks and Recreation hosts *indoor leagues and play*. Parks and Recreation has also added pickleball court striping to outdoor Park tennis courts at Bayville Farms Park, Lark Downs Park, Little Island Park, Lynnhaven Park, Red Wing Park, and Woodstock Park. Additionally, Parts and Recreation recently hosted a *Public Open House* to solicit feedback regarding a proposal to convert two tennis courts at Lake Placid Park to the City's first Pickleball Complex.

Pump Track: As noted in the Parks and Recreation's *2018 Strategic Plan, page 23*, according to the SFIA report, from 2012-2017, BMX Bicycling has undergone the largest increase in participation at 83.4% and in the last year is one of the most rapidly growing at 10%. Additionally, a goal of "Continue to enhance the tiered levels of service and grow (be accessible)" has been incorporated into the *2018 Strategic Plan Action Plan, page 99*. In alignment with this trend analysis and goal, Parks and Recreation is in the process of constructing a *Pump Track*, a public outdoor amenity primarily used with BMX bicycles, as listed in the *CIP Active Projects Tracking Report*.

Agency Evidence of Compliance Documentation:

- [10.5.1 - 1.Aspen Institute Sports and Society Program Analysis](#)
- [10.5.1 - 2.Virginia Beach Football Participation 6-year overview](#)
- [10.5.1 - 3.Neighboring Cities](#)
- [10.5.1 - 4.Seven v Seven Passing Football](#)
- [10.5.1 - 5.Flag Football](#)
- [10.5.1 - 6.Email communication](#)
- [10.5.1 - 7.National Participatory Trends in General Sports](#)
- [10.5.1 - 8.USA Pickleball Association Fact Sheet](#)
- [10.5.1 - 9.Indoor leagues and play](#)
- [10.5.1 - 10.Public Open House](#)
- [10.5.1 - 11.2018 Strategic Plan page 23](#)
- [10.5.1 - 12.2018 Strategic Plan Action Plan page 99](#)
- [10.5.1 - 13.Pump Track Concept Plan](#)
- [10.5.1 - 14.CIP Active Projects Tracking Report](#)

Agency Self Review: MET

Visitor Comments:

Standard met with the review of football, pickleball and pump track department decisions. The programing side monitors enrollments at the end of each program, from there they are able to take their statistic and compare them to local & national trends.

The planning division continually monitor trends while developing new parks and spaces for specific activities.

Visitor Evaluation: Met Not Met

10.5.2 - Community Inventory

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

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

Agency Evidence of Compliance: The Department of Parks and Recreation, Planning Design and Development Division staff maintains a comprehensive department *Parkland and Recreation Facilities Inventory* of all areas, facilities, programs, and services that are managed by the department. The inventory that is updated annually is organized in a database that can be readily updated upon a change in inventory and can be queried to generate ad hoc reports based on a variety of criteria. The inventory is organized by type of amenity with an identifying abbreviation and number including neighborhood parks, community parks, metro parks, signature parks, resort parks, as well as all special use facilities such as water access sites, community recreation centers, athletic facilities, golf courses, natural areas, and open space preservation areas. There are several insightful fields pertaining to each of the aforementioned amenities in the inventory database including site address, City geographic property identification number (GPIN), acreage, zoning, acreage developed, acreage undeveloped, assessed value of the land, and the assessed value of improvements.

The department Parkland and Recreation Facilities Inventory includes a comprehensive listing of all park components and one of the most important uses of this information by department staff is analyzing the information to assist in the development or refinement of new design standards for park components that are more sustainable and to phase in the implementation of those standards throughout the City park system. This information is also utilized by department staff when identifying new properties that could be added to the City park system to evaluate how the new property fits into the system, what types of use would be most appropriate for the new property, and what benefits the new property will have to the overall City park system. The inventory system is also utilized to track performance indicators for outdoor recreation amenities during the department annual budgetary process and to assess community needs during the periodic updates of the Virginia Beach Outdoors Plan that was developed and is managed by Department of Parks and Recreation staff.

The Department of Parks and Recreation, Programming and Operations Division staff maintains a comprehensive department *Programs and Services Inventory and Alternative Provider Database*. This database is a complete inventory of all programs and services that are offered by the department as well as a compilation of similar programs and services that are offered in the community by private and non-profit providers. This information is reviewed by department management staff during the annual planning and budgetary cycles in order to avoid a duplication of services as well as to facilitate partnerships and collaborative programming opportunities.

Agency Evidence of Compliance Documentation:

[10.5.2 – 1.Parks and Recreation Parkland and Recreation Facilities Inventory](#)

[10.5.2 – 2.Parks and Recreation Programs and Services Inventory and Alternative Provider Database](#)

Agency Self Review: MET

Visitor Comments:

Standard met with the review of Parkland and Recreation Facilities Inventory, Alternative Provider Database and onsite conversations. Virginia Beach has acquired many parks by monitoring and purchasing land that may have been overlooked without using these systems, including taking over land that a condo contractor could not get approved in a busy corridor of the city. Another park land acquired from a neighboring city after they solved a flood plain issue. As for the programming side of the park department, Virginia Beach programs are the competition in the area and have been in place the longest. Many private organizations try to implement new programs that are already existing within the park department, close shop after a few years of implementation unable to compete with the quality and community support for this local system.

Visitor Evaluation: Met Not Met

10.5.3 - Park Metrics

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

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

Agency Evidence of Compliance: The Department of Parks and Recreation established an agency profile in the national Park Metrics (PRORAGIS) Database in 2013 and has submitted Agency Performance Dashboard Reports for FY14, FY15 and FY16. The department has also submitted the department FY17 NRPA Park Metrics Agency Performance Survey Report to NRPA in May 2018. Copies of these reports have been provided as Evidence of Compliance.

Agency Evidence of Compliance Documentation:

[10.5.3 – 1.FY14 NRPA Performance Dashboard Report](#)

[10.5.3 – 2.FY15 NRPA Performance Dashboard Report](#)

[10.5.3 – 3.FY16 NRPA Performance Dashboard Report](#)

[10.5.3 – 4.FY17 NRPA Agency Performance Survey Report](#)

Agency Self Review: MET

Visitor Comments:

Standard met with the review of NRPA Agency Performance Dashboard Report.

Visitor Evaluation: Met Not Met

10.6 - Research Investigation

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

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

Agency Evidence of Compliance: The Department of Parks and Recreation has been involved in numerous strategic research studies as well as programmatic and capital project initiatives that have included but are not limited to the following:

Soofa Electronic Monitoring Pilot Project: In July 2017, the Department Parks and Recreation installed a pilot project Soofa unit at the Kids Cove Playground in Mount Trashmore Signature Park. The Soofa unit is designed to automatically track park visitation by day and time while providing a solar cell phone charging station for park visitors. The goal of the Soofa Pilot Project was to determine if it would be cost effective to automatically track park visitation rather than have department staff conduct an hourly manual count of park visitation in the parks. Unfortunately, as documented by the *Soofa Electronic Monitoring Pilot Project Report for Mount Trashmore Signature Park* and as determined by the Parks and Recreation IT Business Unit Coordinator and the Business Systems Analyst (*Soofa Decision*), the Soofa Unit at the Kids Cove Playground did not provide operationally useful park visitation information at the price point per unit quoted to receive the data so the contract was cancelled. The Soofa unit has been useful as a cell phone charging station at the playground so the current plan is to keep the Soofa unit in place during the effective life of the unit to provide cell phone charging service. Alternative strategies to automatically track park visitation in all large department managed City parks is a high department priority and will continue to be investigated by department staff.

Cherry Blossom Festival Attendee Intercept Survey Pilot Project: In April 2016, the Department of Parks and Recreation utilized a digital intercept electronic survey pilot project at the City Cherry Blossom Festival to replace the paper customer satisfaction surveys that have been utilized in the past. Rather than hand out paper surveys, department staff utilized tablets to engage with event attendees to have a short but meaningful conversation about the event. While the volume of responses was reduced, the quality of responses and satisfaction levels greatly increased with the intercept survey as documented by the *2016 Cherry Blossom Festival Attendee Electronic Intercept Survey Results*. The Cherry Blossom Festival attendee intercept electronic survey pilot project was considered such a success by department staff that the electronic survey process has been implemented at other outdoor special events that are sponsored by the department. For example, the electronic survey process was utilized at the annual Winter Wildlife Festival Exhibit Hall. To encourage event attendee participation in the electronic survey, raffle prizes were given away and in order to enter to win an attendee was required to provide their name and email address.

This data was compiled and an electronic survey was sent to these attendees as well as all attendees who registered for a multitude of festival sponsored trips and excursions. The electronic survey methodology, while not statistically valid, has proven to provide valuable feedback to department staff. For the first time in 2018, staff implemented electronic surveys for the two one week sessions of the Back 2 Nature Camp where electronic survey links were sent to the parents of all camp participants as documented by the *2018 Back 2 Nature Camp Electronic Survey Results*. Department staff is currently strategizing the best methodologies to utilize to conduct future electronic surveys of attendees at all department sponsored special events.

Princess Anne Community Recreation Center Aquatics Intercept Survey Pilot Project: During the spring of 2017, the Department of Parks and Recreation Aquatics Program Unit staff at the Princess Anne Community Recreation Center utilized a digital intercept electronic survey with parents waiting at swimming lessons to gauge participant progress and parent satisfaction with the program. The survey was well received by the parents and allowed the aquatics staff to personally engage with parents as documented by the *2017 Aquatics Swim Program Electronic Intercept Survey Results*. As a result of this initiative, a mid-class progress survey has been implemented for all swim lessons. The survey results indicated that swimmers who practice outside of swim lessons are more likely to pass the course and that the primary barrier to swimming more often was a lack of time. These insights have led to some changes in aquatics staff communications during the parent meeting prior to the first swim lesson and the aquatics staff is considering implementing an ongoing intercept survey for all community recreation center swim lessons.

Let's Move Nutrition and Fitness Program Pilot Project: During the summer of 2015, the Department of Parks and Recreation Out-of-School Time Programs Unit staff joined with Old Dominion University staff and Virginia Beach Health Department staff to offer a Let's Move Nutrition and Fitness Program Pilot Project within four after school sites (Bayside Community Recreation Center, Newtown Elementary School, Diamond Springs Elementary School, and Shelton Park Elementary School). This program was offered once a week from 3:30 pm – 4:30 pm for four consecutive weeks. Department Out-of-School Time Program staff worked with Old Dominion University students to supervise engaging nutrition activities followed by some high energy movement. The Let's Move Fitness Program Pilot project was designed to be a fun way to help youth get physical fitness activity while teaching them important nutrition concepts. This initiative resulted in an increase in the overall knowledge of program participants regarding the principles of a healthy lifestyle including proper nutrition and physical activity as documented by the *2015 Let's Move Nutrition and Fitness Program Pilot Project Evaluation Report*. The results of the pilot program were deemed so successful that the Out-of-School Time Programs Unit staff continues to co-sponsor the program during the summer months every year.

Marketing and Research Development Registrations Evaluation Project: In 2015, Department of Parks and Recreation staff initiated a project to analyze and evaluate current department procedures to register for department community recreation center memberships and renewals, department sponsored recreation programs, as well as special services such as child care that are offered by the department. Department staff conducted a comprehensive evaluation of manual registrations that were completed through the existing large printed catalog as well as the newly

implemented automated online registration process that were executed during the period of 2015 thru 2017. The focus of this research included identifying the impact of the new department online registration process and the potential printing and mailing cost savings that could be realized by reducing reliance on print catalogs as documented by the *Marketing and Research Development Registrations Evaluation Project Report*. With research and data indicating customer behavior driving more towards online registrations, the need to list the entire database of programs in print was no longer relevant, plus it was costly. After conducting printing and mailing pricing research, department staff decided to downsize the existing large mail catalog and replace it with an 11” x 17” folded mailer four times per year that would be mailed to the same number of households as the print catalogs. This new strategy would save an annual \$70,000 in annual printing and mailing costs that would be allocated to additional media promotions on television, radio, and digital media.

Agency Evidence of Compliance Documentation:

[10.6 – 1. Soofa Electronic Monitoring Pilot Project Report for Mount Trashmore Signature Park](#)

[10.6 - 2. SOOFA Decision](#)

[10.6 – 3. 2016 Cherry Blossom Festival Attendee Electronic Intercept Survey Results](#)

[10.6 – 4. 2017 Aquatics Swim Program Electronic Intercept Survey Results](#)

[10.6 – 5. 2018 Back 2 Nature Camp Electronic Survey Results](#)

[10.6 – 6. 2015 Let’s Move Nutrition and Fitness Program Pilot Project Evaluation Report](#)

[10.6 – 7. Marketing and Research Development Registrations Evaluation Project Report](#)

Agency Self Review: **MET**

Visitor Comments:

Standard met with review of summary, documents provided and verbal communication with the “Evaluation Task Force.” The strongest written example would be the use of Soofa Electronic Monitoring. They took the data collected, created an informally meeting on usability of stats, cost and decided not to move forward with the product. Many pilot projects are created and reviewed with the informal setting, but the department is creating and trying new pilot programs.

Visitor Evaluation: Met Not Met

10.6.1 - Quality Assurance

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

Suggested Evidence of Compliance: Provide recent examples of methods used to collect, monitor

and evaluate quality assurance data from users.

Agency Evidence of Compliance: The Department of Parks and Recreation utilizes numerous methodologies to regularly monitor and evaluate department facilities, programs, and services to ensure that quality assurance and customer relations are continuously maintained. Department of Parks and Recreation customer service statistics are tracked and evaluated annually by fiscal year to provide department staff with the latest trends regarding facility attendance and program participation for all department managed City facilities. Formal evaluations are conducted at the conclusion of all recreation classes by surveying class participants. The department also continuously receives inquiries and suggestions from citizens via the department e-mail address www.fun@vbgov.com. All citizen e-mail messages are forwarded to appropriate department staff for a timely response and all correspondence is reviewed annually by department staff to identify the recurring topic trends and to enhance the programs and services that are provided by the department. The department has also invested in a Strategic Analyst position to ensure valid and reliable data is collected and analyzed from both the user and departmental perspectives. Formal and informal assessments of the effectiveness of department facilities, programs, and services are conducted by department staff throughout the year and include but are not limited to the quality assurance assessments discussed below:

Community Recreation Center Membership Surveys: The Department of Parks and Recreation conducts e-mail surveys of all annual community recreation center members three times each year. The first survey is conducted thirty (30) days after purchase of an annual membership by a *Community Recreation Center New Membership Survey*. The second survey is conducted ninety (90) days after purchase of an annual membership. The third survey is conducted at the time of membership expiration by a *Community Recreation Center End of Membership Survey*. These comprehensive surveys of all community recreation center members are focused on collecting the same data points over time in order to monitor and evaluate the experiences of members regarding the quality of community recreation center facilities and programs from a user perspective. One of the key metrics collected in the surveys is the department Net Promoter Score that has allowed department staff to put a metric score regarding the quality of customer service delivery that is provided by the department. As a direct result of the membership survey initiative in partnership with the department Retention Action Plan, the seven department managed community recreation centers has seen membership retention increase by 4% resulting in the highest member retention rate in 10 years.

Social Media: The Department of Parks and Recreation Facebook page, [Facebook.com/VBParksRec](https://www.facebook.com/VBParksRec), was launched in February 2010 as a means to provide a transparent, two-way communication channel for citizens to engage in dialogue and provide feedback regarding department facilities, programs, and services that are offered by the department. The department Marketing and Resource Development Bureau staff monitors Facebook, Google, and Yelp for feedback regarding all department facilities, programs, and services and forwards this feedback to the appropriate department management staff. Alerts have also been established on the Facebook, Google, and Yelp web sites to alert the Marketing and Resource Development Bureau staff when any department facility, program, or service is mentioned online.

Community Recreation Center Comment Cards: All seven City community recreation centers that are managed by the Department of Parks and Recreation have *Customer Comment Cards* that are readily available at the front desk to encourage all members to provide written feedback to department staff at any time. Each community recreation center building supervisor is required to read and respond to all comment cards daily and all comment cards are forwarded to department management staff for appropriate administrative action.

Program Evaluations: The Department of Parks and Recreation continuously conducts program evaluations by conducting e-mail satisfaction surveys of all program participants at the conclusion of each program. All program evaluations also utilize the Net Promoter Score as a key metric and are a key component to assist department programmers to determine if their program goals and objectives are being achieved. One example of a program evaluation utilized by department staff is the *Community Recreation Center Aquatics Program Participant Survey* that asked participants a series of questions regarding their satisfaction with the current aquatics program and solicited suggestions regarding how the program could be enhanced. Another example of a program evaluation currently being utilized by department staff is the *Out-of-School Time Program Parent Survey*. The department Out-of-School Time After School Program is conducted in all Virginia Beach Public Elementary Schools as well as six (6) community recreation centers. The annual survey of parents that have children who participate in the program provides invaluable feedback regarding the program registration process, program welcome packet, and program parent handbook as well as department staff attitudes and the quality of program elements. This invaluable information from program participants continues to greatly assist department staff with continuing to enhance staff training as well as all components of the Out-of-School Time After School Program.

Focus Groups: The Department of Parks and Recreation frequently utilizes focus groups in both formal and informal settings to inform City residents regarding ongoing department projects such as capital improvement construction and renovation projects, updates to the department Strategic plan, updates to the department managed Virginia Beach Outdoors Plan, and updates to the department managed Virginia Beach Bikeways and Trails Plan or to solicit customer insight on existing recreational programs and services such as the Out-of-School Time Program. Formal focus groups will always include a neutral moderator and transcription as well as an incentive for participation. One recent example was the *2018 Football Summit Focus Group* that was conducted by the department Sports Management Unit staff that was facilitated by trained facilitators from the City. Focus group participants were asked three questions and a dialogue took place in order to address the current concerns regarding the lack of participation in the youth tackle football programs that are sponsored by City non-profit recreation associations. As a result of this focus group, the department Sports Management Unit staff agreed to begin offering a pilot 7v7 passing football league for age groups U10, U12, U14, & U18 in the spring of 2019 and a pilot flag football program for ages U12 & U 16 in the fall of 2019. As a result of the Focus Group, Parks and Recreation began advertising two new pilot programs, *Seven v Seven Passing Football* and *Flag Football Leagues*.

Community Attitude and Interests Surveys: The Department of Parks and Recreation frequently engages with community recreation center members, program participants, and City residents to ensure the opportunities that the department provides for fitness, play, and leisure meet the desires of our community. All recreation program participants have an opportunity to provide feedback at the conclusion of each program and department staff regularly monitor program success rates to ensure the programming offered is appealing to the community. All programs that are not successful are divested and successful programs are expanded wherever possible and department staff constantly research program trends in their areas of expertise as well as engage other recreation professionals via conferences, committees, and professional forums such as NRPA Connect to bring new and exciting programs and facilities to the City. Department staff also conduct an annual competitive analysis to ensure that department programs and services are complementary to those available in the private sector.

The department recently constructed a new 87,000 square foot community recreation center that was designed based on community interests and the latest industry trends in aquatics, fitness, play, recreation, and leisure. The department also published a 2018 Strategic Plan with components based on the attitudes and interests of City residents that were solicited in a strategic planning community survey. During the summer of 2017, the department retained the consultant firm of ETC Institute to administer a needs assessment survey of City residents. The survey was administered as part of the efforts by the department to establish priorities for indoor and outdoor recreational opportunities for residents. The survey results will guide the department in taking a strategic approach to making decisions that will enrich the future of the community. The survey results were made available to all department staff at the completion of the survey and were compiled in the *2017 Needs Assessment Survey Report*.

Agency Evidence of Compliance Documentation:

- [10.6.1 – 1.Community Recreation Center New Membership Survey](#)
- [10.6.1 – 2.Community Recreation Center End of Membership Survey](#)
- [10.6.1 – 3.Community Recreation Center Customer Comment Cards](#)
- [10.6.1 – 4.Community Recreation Center Aquatics Program Participant Survey](#)
- [10.6.1 – 5.Out-of-School Time Program Parent Survey](#)
- [10.6.1 – 6.2018 Football Summit Focus Group](#)
- [10.6.1 – 7.Seven v Seven Passing Football](#)
- [10.6.1 - 8.Flag Football](#)
- [10.6.1 – 9.2017 Needs Assessment Survey](#)

Agency Self Review: **MET**

Visitor Comments:

Standard met with the review of participant survey, focus groups and needs assessment report.

Visitor Evaluation: Met Not Met

**VISITATION REPORT SUMMARY FOR CATEGORY 10.0
(EVALUATION, ASSESSMENT, AND RESEARCH)**

Reviewed By: *Nichole Haberlin*

Unmet Standards: *(List the Standard # and Name)*

Provide clarification for all unmet fundamental standards: 

OVERALL VISITATION TEAM SUMMARY

AGENCY STRENGTHS

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

Virginia Beach Parks and Recreation had many strengths which included being prepared for visiting team, having a unique organization chart with specialized supporting departments and their ability to continually evaluate the needs of the community.

Virginia Beach Parks and Recreation was extremely prepared for our visit. This was accomplished by providing a great private work space for visitors, chapter leads were ready to work through issues with each visiting team member and the entire department administered amazing customer service for the visiting team throughout the visit.

Virginia Beach Parks and Recreation has clearly been managing their departments, staff, facility, financials, safety standards and programs at a very strong park and recreation standard. They even have a huge strength in evaluations, assessments, and research, though they struggled to share the process through documentations. The agency uses consultants across all areas to make sure they are providing what the community wants, what is trending in the region/nation, all while being fiscally responsible. They track multiple internal statistics and continually change events, services and programs due to the repeated review of the data collected.

Another amazing strength for Virginia Beach Parks and Recreation is the inclusion of their own Human Resources Department and Planning/Design & Development Division. These extra divisions are focused on park staff and park land which create a huge asset to the quality and standard of care they provide the community. Virginia Beach Parks and Recreation department is also charged with maintaining all landscape for city public lands including libraries, schools, and city streets.

Virginia Beach Parks and Recreation Department has provided documentation, verbal and visual confirmation that they are strong leaders in CAPRA accreditation standards.

AGENCY PREPAREDNESS

The visitation team assessed the preparedness of the agency in conducting the accreditation process (i.e., document accuracy and completeness, staff awareness, file system organization):

Virginia Beach Parks and Recreation struggled with the SharePoint and internet access. SharePoint did not have all documents set as PDF versions. Visiting team members had to learn on site that SharePoint was only working in “Classic Version,” to review documents.

As a new building the facility was struggling to provide constant web access, however they were able to create a backup workaround after the first few hours of our visit.

As for the documentation, Virginia Beach Parks and Recreation provided so much data it took a very long time for visiting team to dig through documents to find what they needed for every standard.

STANDARDS

The visitation team identified the following standard(s) as unmet:

Provide clarification for all unmet fundamental standards  :

Number of standards MET:	151
Number of fundamental standards NOT MET:	000
Number of non-fundamental standards NOT MET:	<u>000</u>
<i>(Total must equal 151)</i>	151

OTHER CONCERNS RELATED TO MAINTAINING ACCREDITATION

The visitation team identified the following item(s) as areas of general concern related to the Agency's ability to maintain accreditation:

Visiting team has complete confidence that Virginia Beach Parks and Recreation works and maintains at CAPRA standards and will have zero issue to maintain their accreditation.

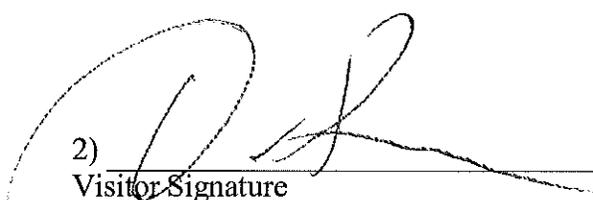
SIGNATURES OF VISITORS

The Visitation Team attests to its findings contained within this report.

1) 

Team Chair Signature

6/13/19
Date

2) 

Visitor Signature

6-13-19
Date

3) 

Visitor Signature

6/13/19
Date

