

# COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES



## THE NATIONAL ACCREDITATION STANDARDS

- Sixth Edition -  
2019





## **COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS**

Created by the Commission for Accreditation of Park and Recreation Agencies

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## **COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS**

### **Introduction**

The Commission for Accreditation of Park and Recreation Agencies (CAPRA) Standards for National Accreditation provide an authoritative assessment tool for park and recreation agencies. Through compliance with these national standards of excellence, CAPRA accreditation assures policy makers, department staff, the general public and taxpayers that an accredited park and recreation agency has been independently evaluated against established benchmarks as delivering a high level of quality. Every park and recreation agency, whatever its focus or field of operation, is rightfully concerned with the efficiency and effectiveness of its operations. With the importance of park and recreation programs and services to the quality of life, each agency has an essential role in the lives of the people it serves. CAPRA accreditation is a quality assurance and quality improvement process demonstrating an agency's commitment to its employees, volunteers, patrons and community.



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### Accreditation Process

Accreditation is based on an agency's compliance with the 154 standards for national accreditation. To achieve accreditation, an agency must comply with all 36 Fundamental Standards, which are indicated by the ★ icon in this publication, and 106 of the 118 Non-Fundamental Standards upon initial accreditation and 112 of the 118 Non-Fundamental Standards upon reaccreditation.

### List of Fundamental Standards

- 1.1 Source of Authority
- 1.4 Mission
  - 1.4.1 Agency Goals and Objectives
- 1.5 Vision
  - 1.6.1 Administrative Policies and Procedures
- 1.7 Agency Relationships
- 2.2 Involvement in Local Planning
  - 2.4 Park and Recreation System Master Plan
  - 2.5 Strategic Plan
- 2.9 Community Involvement
- 3.1 Organizational Structure
- 3.3 Internal Communication
- 3.4 Public Information Policy and Procedure
  - 3.5.1 Management Information Systems
- 4.1 Personnel Policies and Procedures Manual
  - 4.1.1 Code of Ethics
  - 4.1.3 Equal Opportunity Employment and Workforce Diversity
  - 4.1.5 Background Investigation
- 4.2 Staff Qualifications
- 4.3 Job Analyses for Job Descriptions
- 5.1 Fiscal Policy
  - 5.1.1 Comprehensive Revenue Policy
- 5.2 Fiscal Management Procedures
  - 5.2.2 Purchasing Procedures



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- 5.3 Accounting System
  - 5.3.4 Independent Audit
- 5.4 Annual or Biennial Budget
- 6.1 Recreation Programming Plan
- 6.2 Program Objectives
  - 6.3.1 Outreach to Diverse Underserved Populations
- 7.5 Maintenance and Operations Management Standards
- 8.1 Codes, Laws, and Ordinance
- 8.2 Authority to Enforce Laws by Law Enforcement Officers
- 8.5 General Security Plan
  - 9.1.1 Risk Management Plan and Procedures
- 10.1 Systematic Evaluation Processes

CAPRA accreditation is a five-year cycle that includes three phases, development of the agency self-assessment report, the onsite visitation, and the Commission’s review and decision. The onsite visitation follows the agency’s development of its self-assessment report. If accreditation is granted by the Commission at its meeting following the onsite visit, the agency will develop a new self-assessment report and be revisited every five years. Within each of the four years between onsite visits, the agency will submit an annual report that addresses its continued compliance with the accreditation standards. The complementary publication, CAPRA Accreditation Handbook, sets forth in detail the accreditation process and procedures and can be found online at <http://www.nrpa.org/CAPRA>



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### **Understanding Standards**

A standard is a statement of desirable practice as set forth by experienced professionals. In evaluating an agency for accreditation, the standards are a measure of effectiveness using the cause and effect (“if...then”) approach. If one acts in a certain way, then it is expected that there will be a certain outcome. In practice, if an agency complies with a given standard, then it is expected that the agency’s operations related to that standard will be positively affected. Viewed holistically, if an agency complies with the vast majority of the standards (i.e., all fundamental standards and at least 90% for initial accreditation and 95% for reaccreditation of the remaining), then it is understood that the agency is performing a quality operation. Standards enable evaluation by comparing what is found within an agency operation to what is accepted by professionals as desirable practices.

These standards are not a quantitative measure of the local availability of funds, lands, personnel, etc. and should be distinguished from other types of standards which address specific elements, such as open space standards, which are population-based, and playground equipment standards, which are product-based. These qualitative standards for accreditation are comprehensive, dealing with all aspects of agency operations. The standards provide an effective and credible means of evaluating a park and recreation agency’s overall system.

The standards apply to all park and recreation systems, in as much as they are considered to be the elements for effective and efficient operations. Most agencies administer both park and recreation functions; however, some agencies only administer recreation programs and services, not park systems, and others only administer park systems, not recreation programs and services. Additionally, the jurisdictional structure of agencies differs throughout the country, with many agencies operating under municipal authority, while others operate under county, park district, or other structures. Further, the standards apply to agencies of all sizes in terms of personnel, budget, and population served. It is recognized that each community is unique and may meet the standards in differing ways.



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### **History of CAPRA Standards for National Accreditation**

A forerunner of the CAPRA standards was a document titled, *Evaluation and Self-Study of Public Recreation and Park Agencies*, first issued in 1965. The standards in the document were initially determined by leading professionals in the Great Lakes District of the then National Recreation Association. Eight years later, in 1972, a statewide study in Pennsylvania encompassing 30 municipal park and recreation departments resulted in the document being updated and revised; and, after 20 years, it was replaced by the CAPRA standards.

The CAPRA standards were developed by a special committee initiated in 1989 by the American Academy for Park and Recreation Administration (AAPRA) and the National Recreation and Park Association (NRPA). The standards and accreditation process were field tested at park and recreation agencies of varying characteristics. In 1993, the Commission for Accreditation of Park and Recreation Agencies was established to implement and administer the accreditation program. Since then, the CAPRA standards have been reviewed and revised several times, notably in 1996, 2001, 2009 and 2014.

In 1998 work was begun to adapt the accreditation program to military recreation. An Army version of the standards, developed by the Army, was approved in 1999 and a representative of military services was added to the Commission board. In 2007, the Department of Defense proposed a revised set of military standards that applies to all military services; and was approved by the Commission in 2008 for use by all military services. The military accreditation standards are available as a separate document



## **COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS**

### **About the Commission**

The Commission for Accreditation of Park and Recreation Agencies is a 15-member board composed of representatives from:

- American Academy for Park and Recreation Administration-AAPRA (5 representatives)
- National Recreation and Park Association-NRPA (5 representatives)
- International City/Council Management Association-ICMA (1 representative)
- Council of State Executive Directors-CSED (1 representative)
- The Academy of Leisure Sciences-TALS (1 representative)
- National Association of County Park and Recreation Officials-NACPRO (1 representative)
- Armed Forces Recreation Society-AFRC (1 representative)

The Commission is administratively sponsored by the National Recreation and Park Association but acts with independence and under its own authority in determining accreditation standards and conferring accreditation of applicant agencies.





## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### Using this Publication

This publication includes all of the CAPRA standards for national accreditation. Standards are ordered numerically by section. Each section covers a specific component of, or within, an agency's operations. The numerical ordering of standards is hierarchical, and the relationship of the standards is identified by the numerical order (i.e., 3.4.1.1 is a sub-standard of 3.4.1, which is a sub-standard of 3.4).

A Suggested Evidence of Compliance (EOC) section is included for each standard in order to identify acceptable means of demonstrating compliance with a standard. Agencies may have different evidence for standards depending on the size, complexity and diversity of the agency. It is important to understand that these are only suggestions and that other evidence may be more appropriate for a given agency and standard. The burden of proof regarding compliance rests with the agency. Where appropriate, an agency is encouraged to provide more than one example of evidence of compliance for some standards.

For some standards, the Suggested Evidence of Compliance will include the visitation team being able to observe that the standard is being implemented by conducting site visits or tours and interviewing personnel.

For additional assistance with understanding the intent of each standard, the chapter and page reference(s) from the Management of Parks and Recreation Agencies text [M. Moiseichik, Ed., 2016, 4th Edition, NRPA/CAPRA: Ashburn, VA] are noted in the bibliographic reference.



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### Writing Guidelines

#### *Agency Self-Assessment*

A well-developed and executed self-assessment document is essential for reviewers to both determine agency readiness to proceed and enable the visitation team to do a thorough verification. Lead and second reviewers, as well as the visitation team chair and team, will look for relevance to the standard, accuracy, specificity and completeness.

When the agency provides evidence of compliance (EOC) with the self-assessment, the EOC must be correctly identified, thoroughly organized and referenced, and consistently presented throughout the self-assessment to avoid ambiguity and vagueness. Without appropriate references, the EOC lacks credibility and significance.

#### Text Format

- Use the most current self-assessment template to help assure proper formatting and content.
- Include a narrative for each standard that provides a focused, concise and complete explanation of how the agency meets the standard.
- Correctly name and address references to electronic links and online documents.
- Number pages in either the header or footer.
- Place the full agency name at the top of each page, e.g. put in header.
- Use 1.5-inch margins.
- Use a simple font (e.g., Times New Roman, Calibri, Arial) in size 12-point font.

#### Evidence of Compliance (EOC) Format

- Present the narrative and documented EOC in a consistent format for each standard. Refer only to those documents for which there is evidence presented. Number and list each piece of EOC as it is mentioned in the narrative. Do not list documents if they are not referenced in the narrative.
- When the EOC is an entire plan or manual, include only the title, date of publication,



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table of contents and, where required, the adoption or approval by the appropriate governing authority.

- When the EOC is only part of a multi-page document, plan or manual provide the title, date of publication, and page or pages with the relevant passage marked or highlighted. The report narrative or embedded electronic link must direct the visitation team to the exact page, paragraph and line on which the evidence is referenced
- List all evidence in the self-assessment in the same order in which it is listed in the narrative to facilitate easy retrieval and review. The narrative should be a brief explanation of how the agency meets the standard.
- Onsite files must be well organized to facilitate quick visitor access. Documents must be available in hard copy or electronic format.
- Electronic links and online documents must be named exactly as referenced in the corresponding narrative.
- Focus on providing only the required EOC; do not include extra materials that are not necessary.

### Writing Guidelines

- Use proper grammar, syntax (sentence structure) and punctuation.
- Eliminate all spelling errors.
- Use abbreviations only after the abbreviation or acronym has been fully described, e.g. when the agency provides evidence of compliance (EOC) with the self-assessment, the EOC must be correctly identified.
- Use succinct and factual sentences to produce a tightly scripted document.
- Refrain from using proper nouns when referencing individuals; use pronouns, where possible.
- Write the self-assessment in a consistent “voice.” Identify and correct shifts in verb tense. Use the active voice and when appropriate eliminate passages written in the passive voice.
- Refrain from using overstatement and hyperbole.
- Include titles, dates and page numbers in EOC references.
- Include, revision, adoption and approval dates for tracking purposes, e.g. revision of the 1995 policy on encroachment was adopted on October 2, 2013.



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- Never cut and paste or copy word-for-word from any agency report or website, unless properly cited.

### Consequences for Failure to Follow Format and Writing Guidelines

- If a self-assessment does not meet the above requirements, it will be returned.
- The CAPRA Commission, at its discretion, may allow the report to be resubmitted within a specific time period



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### **Observable Standards**

A tour of the agencies parks and/or facilities must be granted to view the system to verify compliance with standards. This is required as part of the visit.



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### **Resources**

More information about CAPRA national accreditation, including how to apply for accreditation, the current CAPRA Handbook, and the list of currently accredited agencies, is available online at [www.nrpa.org/CAPRA](http://www.nrpa.org/CAPRA). An additional resource is the publication, *Management of Park and Recreation Agencies* [Moiseichik, M. (2016) Ed., 4th Ed., NRPA/CAPRA: Ashburn, VA]. This publication is based in part on the CAPRA standards and covers in detail best management practices for managing a park and recreation agency. This publication is available through the NRPA store at <http://apps.nrpa.org/store>.

For questions or concerns, please contact:

Commission for Accreditation of Park and Recreation Agencies (CAPRA)  
c/o National Recreation and Park Association  
22377 Belmont Ridge Road  
Ashburn, VA 20148  
Tel (703) 858-0784  
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## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.



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### 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).

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 2

– Law and Jurisdiction, pp. 36-37; Chapter 3 - Politics and Advocacy, pp. 61-62.

The Texas Constitution (Article 11, Section 5) allows for cities with a population of over 5,000 residents to approve home rule by a majority vote. Under home rule a city can adopt and amend its own City Charter. The City Charter is considered the fundamental law of a home rule municipality in Texas. The City Charter describes city boundaries and delineates the council-manager form of government, establishes the number of representatives on the City Council, and defines the terms of office as well as how the City Council will be elected. The City Charter also describes the powers of the City Council and officers appointed by the City Council. The City Charter of Denton was initially adopted on April 4, 1914.

The City Charter of Denton (Article V, Section 5.05) allows the City Manager to "organize the employees of the city into various departments and divisions with the concurrence of the City Council." Ordinance 1979-086 includes amendments that were made to the original City Charter regarding Council composition and term limits. This ordinance was first adopted on December 11, 1979, and ratified January 19, 1980.

#### **Agency Evidence of Compliance:**

[1.1 EOC 1 City Charter](#)

[1.1 EOC 2 Code of Ordinances- City Manager](#)

[1.1 EOC 3 Ordinance 1979-086](#)





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### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 2  
- Law and Jurisdiction, pp. 41-45.

The City of Denton is a council-manager government: “Pursuant to its provisions and subject only to the limitations imposed by the Texas Constitution and by the charter, all powers of the City shall be vested in an elective council, hereinafter referred to as "the council," which shall enact local legislation, adopt budgets, determine policies and appoint the city manager, who shall execute the laws and administer the government of the City. All powers of the City shall be exercised in the manner prescribed by the City of Denton Charter, or if the manner be not prescribed, then in such manner as may be prescribed by ordinance.” (Article I, Sec. 1.04., “Form of government,” City of Denton Code of Ordinances)

#### **Agency Evidence of Compliance:**

[1.1.1 EOC 1 City of Denton Charter](#)

[1.1.1 EOC 2 Code of Ordinances](#)

[1.1.1 EOC 3 City of Denton Organizational Chart](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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 formal and ad-hoc boards/committees with membership, authority, responsibilities and duties, terms of office, meeting minutes.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 2 - Law and Jurisdiction, pp. 44-51.

Ordinance No. 99-057 (City Charter Article XI, Sec. 11.02) establishing a Parks, Recreation, and Beautification Board was created February 16, 1999 and ratified May 1, 1999. City Council appoints seven members to the Parks, Recreation, and Beautification Board for 2-year terms to serve in an advisory capacity to the City Council and the Director of Parks and Recreation. The purpose of the Parks, Recreation, and Beautification board is delineated in the code of ordinances as follows:

“The Parks, Recreation, and Beautification Board shall endeavor to stimulate public interest in the development and maintenance of parks and playgrounds and a well-rounded community-wide program; it shall endeavor to interpret the work of the Parks and Recreation Department and promote close cooperation between the City and all private citizens, institutions, and agencies, to the end that all park and recreational facilities and resources within, or controlled by, the City may make their maximum contribution to the public welfare.

The Parks, Recreation, and Beautification Board shall also be responsible for making recommendations to the City Council and the Director of Parks and Recreation regarding issues and ordinances related to community appearance, beautification and the environment of the City and the entrances into the City.” (Sec. 22-4, City of Denton Code of Ordinances, 1991)

#### Public Art Committee

Denton Parks and Recreation Department also works with the Public Art Committee (PAC) to facilitate the City’s public art program by developing, procuring, and installing various art projects throughout the City of Denton. Most recently, the Public Art Committee oversaw the installation of a number of sculptures on a main thoroughfare and determined public art for the new tennis center. Other resident committees that help guide and inform the department’s work include the Historical Landmark Commission and the Committee on Persons with Disabilities.



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### Agency Evidence of Compliance:

[1.1.2 EOC 1 City Charter Establishing Parks, Recreation and Beautification Board](#)

[1.1.2 EOC 2 Code of Ordinances Chapter 22 Parks and Recreation Board](#)

[1.1.2 EOC 3 Parks, Recreation and Beautification Board Minutes](#)

[1.1.2 EOC 4 Current Parks, Recreation, and Beautification Board Members](#)

[1.1.2 EOC 5 Code of Ordinances Chapter 22 Public Art Committee](#)

[1.1.2 EOC 6 Public Art Committee Minutes](#)

[1.1.2 EOC 7 Public Art Committee Member Roster](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 1.2 – Periodic 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 and Procedures



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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.

1.4.1 – *Agency Goals and Objectives:* Agency Goals and Objectives are reviewed annually by the Director of Parks and Recreation. The last review was completed January 2020. We are currently reviewing our goals and objectives while simultaneously updating our strategic plan.

1.6.1 – *Administrative Policies and Procedures:* The City of Denton Administrative Policies and Procedures are updated as need by the HR department and approved by the City Manager, and City Council. The most up to date version of the policies can be found online.

2.4 – *Park and Recreation System Master Plan:* The Parks and Recreation Master Plan is reviewed every 5 years, and completely revised every 10 years. The most recent complete revision was approved by both the Parks, Recreation and Beautification Board, and City Council in 2022.

2.5 - *Strategic Plan:* The Department Strategic Plan is reviewed annually and redeveloped every 3 years. The Strategic Plan is reviewed by the Director of Parks and Recreation and relevant staff members. Once it has been developed, it is shared with the Parks, Recreation and Beautification Board.

3.4.2 - *Community Relations Plan:* This item is reviewed every 3 years by the Director of Parks and Recreation and relevant members of staff.

3.4.3 - *Marketing Plan:* The Marketing Plan was completed in 2020 and is updated every 3 years. It is currently being reviewed and updated.

3.6 - *Records Management Policy and Procedures:* The Department’s records management policy is guided by the City Secretary’s Office who acts as Records Management Officer for the City of Denton. The policy, once developed, is brought before council for their consideration and adoption. The plan is updated every 3 years.



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- 3.6.1 – *Records Disaster Mitigation and Recovery Plan and Procedures:* The Records Disaster Mitigation and Recovery Plan and Procedures are reviewed every 10 years and approved by the City Secretary and City Council. The current plan was last updated in July 2018.
  
- 4.1 – *Personnel Policies and Procedures Manual:* The City of Denton Human Resources maintains the Policies and Procedures manual and it is reviewed annually.
  
- 4.1.2 - *Recruitment Process:* The recruitment process is reviewed every 2 years and updated as needed by the Human Resources Department.
  
- 4.1.8 - *Compensation Plan:* The City of Denton is currently working through a compensation study that was organized by the Human Resources Dept. A similar process is usually conducted every five (5) years.
  
- 4.3 - *Job Analyses for Job Descriptions:* Job Descriptions are reviewed as needed by the Human Resources Department. Currently, outside consultants working with City staff are conducting a review of all job descriptions as part of the enterprise-wide compensation study.
  
- 4.5 - *Workforce Health and Wellness Program:* The City of Denton Health and Wellness program is maintained by the Human Resources Department and is updated annually.
  
- 4.6.1 - *Employee Training and Development Program:* The City of Denton Employee Training and Development Program is reviewed annually and is currently undergoing an update. This process is guided by the Director of Human Resources.
  
- 5.1.1 - *Comprehensive Revenue Policy:* The Department’s Schedule of Fees are reviewed every year as part of the Annual Program of Service and approved by the Parks, Recreation, and Beautification Board and City Council. The subsidy and resource allocation model is reviewed 3 years.
  
- 6.1 - *Recreation Programming Plan:* The Recreation Programming Plan was updated in January 2023. Each year staff in leadership roles within Leisure Services is responsible for reviewing, editing, updating and comprehending the Recreation Program Plan to assure the document is providing quality direction and utilized throughout the year for planning and decision making.



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- 6.2 - *Program Objectives:* The Recreation Programs and Service Delivery Matrix spreadsheet outlines the objectives of more than 230 programs and services provided by the Parks and Recreation Department. The Parks and Recreation Department also publishes the PLAY Guide three times a year, with up-to-date information including program descriptions, participant age limits, pricing information, and the location of each program or service.
- 6.4 - *Community Education for Leisure Process:* The Parks and Recreation Department educates and promotes the benefits of leisure recreation, health and fitness, and wellness programs throughout the year on various platforms. The marketing and communications staff promote programs to segmented audiences, both online and offline maximizing hybrid deliverables based on generational demographics.
- 7.1 - *Parkland Acquisition Procedures:* The Denton Parks and Recreation Department has a package of policies and approaches that, taken together, represent the Department's overarching land acquisition strategy. Driving the City's land acquisition is the Parks, Recreation, and Trails Master Plan, with its focus on building a cohesive and connected network of parks and trails within Denton. Furthermore, the City of Denton has approved Resolution 19-379 which commits the city to improving park access by using the Trust for Public Land's 10-Minute Walk metric as a guiding instrument in tracking resident park access.
- 7.2 - *Area and Facilities Development Policies and Procedures:* The 2022 Parks, Recreation, and Trail System Master Plan defines and establishes guidelines and design standards that include park types and amenities, mobility features, indoor and outdoor facilities, landscaping, wayfinding, technology, and utilities. The master plan and appendix will be used internally by the department and externally by developers during the construction of parks and facilities. The Master Plan is updated every five (5) years and completely revised every ten (10) years.
- 7.5 - *Maintenance Operations Management Standards:* The Department's Maintenance Operations Management Standards are updated every 3 years. The last update took place March 2020, and a new revision will be completed soon.
- 7.5.1 - *Facility Legal Requirements:* The Parks and Recreation Department proactively reviews and inspects facilities, equipment, and programming to ensure compliance with local, state, and federal regulations regarding operations, facility maintenance, and safety requirements. Every 2 years the department coordinates and works with



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internal City departments, state regulatory agencies, and third-party contractors to meet licensing, certification, and inspection requirements.

- 7.9.1 - *Recycling and/or Zero Waste Plan:* The City of Denton has a Comprehensive Solid Waste Management Strategy that was adopted by City Council. This strategy is updated every 3 years, with the last update taking place in May 2021.
  
- 8.5 - *General Security Plan:* Each facility in the City of Denton has an Emergency Action Plan that coincides with that building. We have attached the current EAP for the Denton Senior Center as a reference. These plans are reviewed every 3 years. The plan is currently undergoing a review and update for all locations to be included as an appendix to the updated Risk Management Plan and Procedures.
  
- 8.6.2 - *Emergency Risk Communications Plan:* The City of Denton has a program called Alert Denton that sends out notification alerts regarding inclement weather, public emergencies, or other critical events. There is also a Risk plan that is updated by the Marketing and Communications Department every 5 years.
  
- 9.1.1 - *Risk Management Plan and Procedures:* The City of Denton City Council approved a new plan in February 2023. It will be reviewed every 3 years.
  
- 10.4 - *Needs Assessment:* The City of Denton conducts a Needs Assessment under the direction of the Director of Parks and Recreation every 5 years. The most recent assessment was completed in 2021.
  
- 10.5.1 - *Recreation and Leisure Trends Analysis:* Recreation programming staff utilize the recreation program plan with a variety of linked resources to conduct trends analysis when developing programs. Staff also attend conferences and report back trends. A recreation trends analysis is also completed as part of the master plan.

The Parks and Recreation Department regularly reviews documents, and the schedule can be seen in the matrix.

### Agency Evidence of Compliance:

#### [1.2 EOC 1 Period Timetable for Review of Documents](#)





## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 2

– Law and Jurisdiction, pp. 37; Chapter 4 - Organizational Structure and Administrative Operations, pp. 93.

- 1.5 - *Vision:* The City of Denton Parks and Recreation Department follows a city-wide vision statement designated for all administrative departments of the City of Denton. The Department also follows an internal vision statement that defines and guides the department's specific goals. This is reviewed every 3 years and approved by the Director of Parks and Recreation.



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

- 2.3.1 - *Community Comprehensive Plan with Park and Recreation Component: Denton Plan 2040* is the City of Denton’s current long-range plan to manage growth, promote reinvestment, and improve quality of life for the next two decades. This long-range plan is inspired and motivated by the values and aspirations expressed by Denton residents in the Community Vision Statement. Among the ten chapters in the finalized Denton Plan 2040, an entire chapter is devoted to the role played by the Parks system in providing quality of life assets and in encouraging conservation and environmental preservation. City Council approved our current plan in March 2022 and will review again in 10 years.
  
- 2.4 *Park and Recreation System Master Plan:* The Denton Parks and Recreation adopted a new Master Plan in 2022. The Master Plan was adopted by City Council Resolution 22-144, voted on and passed, March 1, 2022. It will be updated in 5 years and redeveloped in 10 years.
  
- 2.10 ADA Transition Plan: The City of Denton ADA Self Evaluation and Transition Plan was approved by City Council in January 2022.
  
- 3.4 *Public Information Policy and Procedure:* The City of Denton’s Public Information policy is outlined in the City’s Policies and Procedures Manual that is available on the City’s Website, specifically under policies 504.01 and 504.02.
  
- 4.4.1 Leadership Succession Procedure: The department’s Continuity of Operations Plan lists key decision-makers (by position) and their successors to whom authority is transferred to, under which circumstances, and when that authority is activated and terminated. The procedures are to be reviewed by the Director of Parks and Recreation every 2 years.
  
- 5.4 Annual or Biennial Budget: The Departments annual budget is completed annually and was approved by City Council on September 27, 2022.
  
- 8.1 Codes, Laws and Ordinances: The most up to date Department Codes can be found in the City Code of Ordinances, within the City Charter.
  
- 9.1 Risk Management Policy: The City of Denton HR Department approved a new plan in February 2023. It will be reviewed every 3 years.
  
- 9.1.1 - Risk Management Plan and Procedures: The City of Denton HR Department approved a new Risk Management Plan in February 2023 as part of the overall Risk Management



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

Policy.

### Agency Evidence of Compliance:

[1.2.1 EOC 1 Document Approval Authority](#)

[1.2.1 EOC Parks and Recreation Master Plan w/Resolution.](#)

[1.2.1 EOC 3 Annual Budget 22-23 Resolution.pdf](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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 the most recent map of the geographical boundaries of agency jurisdiction, service areas, and location of facilities.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 2

- Law and Jurisdiction, pp. 42.

The City of Denton map identifies the city limits, parks, trails, facilities, and current projects. According to the municipal code, "boundaries are more fully set out and described by metes and bound in a book entitled 'Official Corporate Limits of the City of Denton, Texas,' which is now, and shall hereafter be, on file in the office of the city secretary of the City of Denton." (Code of Ordinances, Article 1, Section 1.02)

#### **Agency Evidence of Compliance:**

[1.3 EOC 1 City Map with Parks](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 4

- *Organizational Structure and Administrative Operations*, pp. 71-72; Chapter 12 - *Contemporary Marketing*, pp. 383-384.

The City of Denton Parks and Recreation Department created a mission statement to encompass the deep variety of services the department offers. The mission statement was developed with close consultation and input from Parks and Recreation employees. The department's mission statement, in its entirety, is as follows:

“To unite and grow lives by preserving parks and encouraging play.”

- Unite the Parks and Recreation Department internally and help unite the community
- Grow lives physically, mentally, and emotionally
- Preserve parks by being good stewards
- Encourage “PLAY”

#### **Agency Evidence of Compliance:**

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

[1.4 EOC 2 PLAY Guide - pg. 3](#)

[1.4 EOC 3 Parks and Recreation Master Plan](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 4

- Organizational Structure and Administrative Operations, pp. 72-74; Chapter 5 - Planning for Strategic Management, pp. 111-112; Chapter 6 - Program and Services Management, pp. 135-140; Chapter 14 - Human Resource Management, pp. 465.

The Parks and Recreation Department uses a strategic plan as a roadmap to achieve long-term goals and objectives that adhere to and reflect the Departments' Vision, Mission, and Value statements. Staff presented the Strategic Plan to the Parks, Recreation and Beautification Board, and the plan has been updated periodically. Staff receive updates on the Strategic Plan in the weekly chat with Admin and through automatic emails.

The Strategic Plan serves as the basis for resource allocation decisions, which inform budget development. There are five Key Focus Areas (KFAs) in the Strategic Plan, and each KFA includes major identified goals. The working document for the Strategic Plan is housed in a SmartSheet that designates staff members responsible for each goal. Staff update strategic initiatives and performance measures on a quarterly basis.

#### **Agency Evidence of Compliance:**

[1.4.1 EOC 1 Five Year Strategic plan](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 5

- *Planning for Strategic Management*, pp. 112; Chapter 13 - *Human Resource Management*, pp 419.

The Parks and Recreation Department uses many different methods to encourage input from staff at all levels. These methods include surveys, quarterly reports, strategic plan teams, and meetings. Examples of methods to obtain and disseminate information include:

- Citywide Employee Forums
- Bi-Monthly Department-wide meetings
- Quarterly reports
- Weekly staff email updates

#### Agency Evidence of Compliance:

[1.4.2 EOC 1 Top 10 Park Challenges](#)

[1.4.2 EOC 2 Parks and Recreation Strategic Plan](#)

[1.4.2 EOC 3 Weekly Staff Employee Email](#)

[1.4.2 EOC 4 Citywide Employee Forum](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 4

- Organizational Structure and Administrative Operations, pp. 73; Chapter 5 - Planning for Strategic Management, pp. 109-114; Chapter 6 - Program and Services Management, pp. 138.

The City of Denton Parks department operates under an overarching vision statement that encompasses all administrative functions of the City of Denton and a more particular vision statement that defines and guides the department’s specific goals.

The City of Denton Vision, adopted each year as part of the Annual Program of Services, states: “Denton is an identifiable and memorable destination and a community of opportunities. We achieve this by providing high quality of life through excellence in education, entertainment, and employment; neighborhood vitality and sustainability; environmental and financial stewardship; and superior public facilities and services.”

The Department’s vision is part of the strategic plan that is approved by the Parks and Recreation Director. The strategic plan and vision are both shared with the Parks and Recreation board. The Parks and Recreation Department is currently undergoing a review and update of the strategic plan. The most recent plan states the following goal-oriented vision statement to guide current and future actions:

- Develop 2020 Capital Improvement Projects
- Develop operational and capital standards
- Revise Park dedication and development ordinance
- Work to meet the yearly requirements of the established Master Plan
- Work to improve residents’ access to parks by improving the 10-minute walk metric percentage





## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### Agency Evidence of Compliance:

[1.5 EOC 1 Annual Program of Service](#)

[1.5 EOC 2 Parks and Recreation Strategic Plan](#)

[1.5 EOC 3 Parks and Recreation Master Plan](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 4

- *Organizational Structure and Administrative Operations*, pp. 92-94.

Article V of the City of Denton Charter outlines the powers and duties of the City Manager. One of the City Manager's responsibilities is to organize employees of the City into various departments and divisions. The current organization chart outlines the departments of the City of Denton. As such, the City of Denton has a Parks and Recreation Department with a director responsible for adopting rules and regulations governing the specific use of parks and recreation facilities within the City. Some of these rules have been approved by City Council and are listed in Chapter 22 of the Code of Ordinances. Anything not outlined in the Code of Ordinances is up to the Director's discretion.

#### **Agency Evidence of Compliance:**

[1.6 EOC 1 City Charter Article V, The City Manager](#)

[1.6 EOC 2 City of Denton Organizational Chart](#)

[1.6 EOC 3 Code of Ordinances Chapter 22 Parks and Recreation](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 4  
- Organizational Structure and Administrative Operations, pp. 91-92.

The Denton Parks and Recreation Department follows the City of Denton’s Policies and Procedures. Section 1.00 of the Policies and Procedures Manual states, “The purpose of this manual is to provide supervisors and department directors with a permanent, written source of information about the policies, procedures, and administrative directives of the City of Denton.” The most current version of the Policies and Procedures Manual is available for all staff on the City’s publicly available website. New employees review the policy and procedure information at their new employee orientation. The Human Resources Department has a committee that meets regularly to update policies as needed. In addition to citywide Policies and Procedures, individual departments and sections each have their own policy manuals and standard operating procedures (SOPs). These protocols are reviewed with new hires as they join the organization.

#### **Agency Evidence of Compliance:**

- [1.6.1 EOC 1 Policies and Procedures Manual](#)
- [1.6.1 EOC 2 City of Denton Employee Handbook 2023](#)
- [1.6.1 EOC 3 Lifeguard Manual 2022](#)
- [1.6.1 EOC 4 After School Care Staff Manual 2022](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 4 - Organizational Structure and Administrative Operations, pp. 77-82.

The City of Denton recognizes the importance of working with community organizations. Several partnership examples included in the corresponding EOCs demonstrate that the Parks and Recreation Department routinely partners with local and regional agencies for the community's greater good.

#### **Agency Evidence of Compliance:**

[1.7 EOC 1 Staff Liaisons](#)

[1.7 EOC 2 DISD-City Interlocal Agreement for Natatorium](#)

[1.7 EOC 3 Denton Parks Foundation Agreement](#)

[1.7 EOC 4 DCTA Interlocal Agreement](#)

[1.7 EOC 5 STHProject Summer Food Contract](#)

[1.7 EOC 6 McMath Middle School Interlocal Agreement](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 1.7.1 – Operational Coordination and Cooperation Agreements

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

*Suggested Evidence of Compliance:* Provide examples of cooperative agreements.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 12 - Contemporary Marketing, pp. 388-390; Chapter 15 – Partnerships, pp. 491-520; Chapter 16 - Financial Management, pp. 559.

The City of Denton recognizes the importance of working with local agencies and community organizations to maximize resources and service delivery. The agreements listed below demonstrate collected, demonstrating how the Parks and Recreation Department partners with local agencies for the community's greater good.

#### **Agency Evidence of Compliance:**

[1.7.1 EOC 1 DCTA Interlocal Agreement](#)

[1.7.1 EOC 2 DISD-City Interlocal Agreement](#)

[1.7.1 EOC 3 UNT Interlocal Agreement](#)

[1.7.1 EOC 4 Park Development Agreement](#)

[1.7.1 EOC 5 McMath Middle School Interlocal Agreement](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION 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.

*Informational reference in the Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 5 - Planning for Strategic Management, pp. 103-107.*



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 3 - Politics and Advocacy, pp. 56-57.

The City of Denton Parks and Recreation Department has three positions with planning capability. These are a Parks Planning Manager, Senior Park Planner, and Park Planner. These positions plan for new parks, modify existing parks, and maintain an archive of parks and facility plans. They also develop and implement the department’s capital improvement plan related to parks, park facilities, public lands, playgrounds, athletic fields, recreation centers, shelter houses, bikeways, nature trails, art installations, storm water infrastructure, and specialized facilities.

The park planning staff also attend local, state, and national conferences to stay current with best practices in park design and construction. The planning staff also recently attended a thirty-hour course on project management.

In addition to planning staff within the Parks and Recreation Department, the City also has a distinct Planning Department which works closely with Park Planning staff on various projects requiring collaboration.

#### **Agency Evidence of Compliance:**

[2.1 EOC 1 Job Description Park Planning Manager](#)

[2.1 EOC 2 Job Description Senior Park Planner](#)

[2.1 EOC 3 Job Description Parks Planner](#)

[2.1 EOC 4 Resume Park Planner – C Escoto](#)

[2.1 EOC 5 Resume Sr. Park Planner – J Donnell](#)

[2.1 EOC 6 Resume Park Planning Manager – J Whitmore](#)

[2.1 EOC 7 Asst Dir Ops & Planning Resume – Fince Espinoza](#)

[2.1 EOC 8 PARD Planning and Operations Organization Chart](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 3 - Politics and Advocacy, pp. 59-60.

The Department is involved in several community planning efforts. The City’s Park Development Fee and Parkland Dedication ordinance also require developers of new communities to work with the City determining the contributions they must make for park development and park land acquisition per City policy. The Department staff manages or participates in various planning groups, task forces, committees, associations, etc. Examples include:

#### Agency Evidence of Compliance:

- [2.2 EOC 1 Development Review Committee Agenda](#)
- [2.2 EOC 2 Hunter Ranch Presentation \(2-2020\)](#)
- [2.2 EOC 3 Community Development Meeting Agenda](#)
- [2.2 EOC 4 CIP Budget Kickoff Meeting Invite and Agenda](#)
- [2.2 EOC 5 USACE Meeting PPT](#)
- [2.2 EOC 6 Land Inquiry Smartsheet \(as of 2-6-22\)](#)
- [2.2 EOC 7 Old Alton Bridge Trail Proposal to County](#)
- [2.2 EOC 8 COD-TWU Meeting Agenda](#)
- [2.2 EOC 9 COD-UNT Meeting Agenda](#)
- [2.2 EOC 10 Paddling Trails Group Presentation](#)
- [2.2 EOC 11 Northeast Denton Small Area Plan](#)
- [2.2 EOC 12 RFQ Evaluation Checklist Small Area Plan SE Denton](#)
- [2.2 EOC 13 Draft MUD Policy \(September 2022\)](#)
- [2.2 EOC 14 Park Board - Easement Example](#)
- [2.2 EOC 15 Park Board – New Park Example](#)
- [2.2 EOC 16 Public Meeting Example](#)





## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

[2.2 EOC 17 LLPT – Trail Inventory](#)

[2.2 EOC 18 Cole Ranch COD Intro Mtg](#)

[2.2 EOC 19 Cole Ranch Parks Presentation](#)

[2.2 EOC 20 Regular Development Meeting with Cole Ranch Development](#)

[2.2 EOC 21 Project Description List 1-25-2022](#)

[2.2 EOC 22 Park Development Fee and Park Dedication Ordinance](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 5 - Planning for Strategic Management, pp. 117.*

The Parks and Recreation Department coordinates planning efforts directly or indirectly with numerous agencies, commissions, and committees. This coordination involves individual staff acting as liaisons with other organizations and more formal cooperation between the City of Denton and regional, state, and federal agencies. These combined efforts ensure a balanced and thoughtful approach to various planning issues that may affect the residents of Denton. The following list includes those organizations that the City of Denton works with most closely to address regional planning concerns:

#### **Texas Municipal League (TML)**

TML is a non-profit, nonpartisan organization that has served and represented Texas cities and towns since 1913 by offering advocacy, information, legislative updates, and general training. The City of Denton and the City Council have a long history of participating in various planning and legislative efforts with TML. In fact, Denton was one of the original thirteen cities to attend TML’s inaugural conference in 1913.

#### **North Central Texas Council of Governments (NCTCOG)**

NCTCOG is a voluntary association of, by and for area local governments, established to assist in regional planning. The purpose of NCTCOG, as stated on their website, “is to strengthen both the individual and collective power of local governments and to help them recognize regional opportunities, eliminate unnecessary duplication, and make joint decisions” (<https://www.nctcog.org/home>). Working with the NCTCOG and its other partner cities helps the City of Denton achieve comprehensive and efficient planning solutions that cohere with similar efforts conducted by other cities throughout the Dallas – Fort Worth Metroplex. An example of



## **COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS**

this kind of regional coordination facilitated by the NCTCOG is the 2045 Veloweb, a planned regional network of 2,165 miles of off-street trails for pedestrians, bicyclist, and non-motorized users.

### **Denton County Transportation Authority (DCTA)**

The DCTA dates to 2002 when Denton County voters approved creating the organization as the county's transportation authority ([www.dcta.net/about-dcta](http://www.dcta.net/about-dcta), 2020). Parks and Recreation partners with DCTA to maintain the A-train Rail Trail that runs alongside DCTA's commuter rail line within the city limits. The Rail Trail connects Denton to the cities of Corinth and Lewisville.

### **Texas Department of Transportation (TXDOT)**

The City of Denton Parks and Recreation Department works closely with TXDOT, largely by applying for, and receiving grants in support of various TXDOT initiatives. For example, Denton Parks and Recreation received the Green Ribbon Grant from the TXDOT to "improve the visual character of highway corridors and minimize the negative impacts of air pollution through planting trees and shrubs" (TXDOT Green Ribbon Program Application, 2019).

### **Texas Parks and Wildlife Department (TPWD)**

TPWD and Denton Parks and Recreation work together to provide programming for the public, such as, Neighborhood Fishin' at South Lakes Park. The Neighborhood Fishin' program provides a quality fishing experience to families who want to enjoy the outdoors in their neighborhood parks. TPWD works with local governments to stock neighborhood lakes, and stocks South Lakes pond with catfish and trout. PARD also applies for grant funding through TPWD to develop and construct parks and trails.

### **Denton Independent School District (DISD)**

The City of Denton has an existing Interlocal Agreement with DISD for the shared use of the Natatorium. Additionally, the Denton Parks and Recreation Department is meeting with DISD to gain trail easements and to maximize safe routes in the trail system to DISD schools.

### **National Recreation and Park Association (NRPA) and Texas Recreation and Park Society (TRAPS)**

The Parks and Recreation Department has long been an agency member of both the National Recreation and Park Association (NRPA) and the Texas Recreation and Park Society (TRAPS).



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### Agency Evidence of Compliance:

[2.3 EOC 1 TML City of Denton Membership](#)

[2.3 EOC 2 NCTCOG Member List](#)

[2.3 EOC 3 DCTA Interlocal Agreement](#)

[2.3 EOC 4 TXDOT Green Ribbon Ordinance](#)

[2.3 EOC 5 TPWD Fishin' Program](#)

[2.3 EOC 6 DISD-City Interlocal Agreement for Natatorium](#)

[2.3 EOC 7 USACE Meeting](#)

[2.3 EOC 8 Old Alton Bridge Trailhead Proposal to County](#)

[2.3 EOC 9 TPWD Bowling Green Grant Application Resolution](#)

[2.3 EOC 10 TXDOT FM2499 Green Ribbon Contract 22-151](#)

[2.3 EOC 11 TXDOT FM2499 AFA - 2681-01-026 City of Denton](#)

[2.3 EOC 12 TXDOT FM2499 LMA - 2681-01-026](#)

[2.3 EOC 13 TWU Meeting Agenda](#)

[2.3 EOC 14 UNT Meeting Agenda](#)

[2.3 EOC 15 TXDOT On-System Task Force Regular Meeting](#)

[2.3 EOC 16 NCTCOG 2045 Regional Veloweb](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 5 - Planning for Strategic Management, pp. 116-117.

The Denton 2040 Comprehensive Plan is the City of Denton’s current long-range plan to manage growth, promote reinvestment, and improve quality of life for the next two decades. Inspired and motivated by the values and aspirations expressed by Denton residents in the Community Vision Statement, Denton Plan 2040 establishes an optimal growth pattern and a preferred growth concept that is based on fiscal, economic, environmental, and quality of life factors. The Denton 2040 Comprehensive Plan also addresses new and continuing challenges and opportunities that include managing the growth of gas wells, shifting demographics, changing lifestyles and housing preferences. Additionally, the plan assesses the challenges of hosting two major universities and suggests a trajectory for long-term sustainability by promoting compact, purposeful growth within the city center and along major transportation corridors.

Among the ten chapters in the finalized Denton Plan 2040, an entire chapter is devoted to the role played by the Parks system in providing quality of life assets and in advancing conservation and environmental preservation. Denton Plan 2040 calls for “a superior park system that provides a variety of different park types, connected by trails and open space linkages, that provide recreational and open space opportunities for the growing population as well as achieve environmental benefits.” This green infrastructure extends beyond the physical space of parkland to encompass issues such as the urban tree canopy and stormwater management (Denton 2040 Comprehensive Plan, Chapter 5, quoted text pg. 5-7).

Denton 2040 provides a detailed vision of what Denton should become by 2040 and proposes specific policies and actions to realize that vision. Parks and Recreation was part of the selection



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

process in identifying a consultant to guide the city throughout this update process. Denton 2040 was adopted on March 22, 2022, and will similarly include a significant focus on Parks and Recreation.

### **Agency Evidence of Compliance:**

[2.3.1 EOC 1 Denton 2040 Comprehensive Plan](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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).

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 8 - Physical Resource Planning, pp. 184, 194-212; Chapter 18 - Risk Management, pp. 220.

The Parks, Recreation and Trails Master Plan guides the development of parks, recreation, and trails in Denton over the next ten years, focusing on improving the existing system and expanding the system to meet growing demand. The ultimate goal of the Master Plan is to create a cohesive and comprehensive park system that offers a wide range of desired amenities and programming, and which operates sustainably and efficiently. The Parks, Recreation and Trails Master Plan also includes a detailed implementation plan that identifies and prioritizes future park projects and expenditures. The Parks, Recreation and Trail Master Plan was adopted by the City Council on February 15, 2022.



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### Agency Evidence of Compliance:

[2.4 EOC 1 2022 Parks, Recreation and Trails System Master Plan](#)

[2.4 EOC 2 2022 Denton Design Standards](#)

[2.4 EOC 3 Denton Implementation Plan \(Updated 1-3-22\)](#)

[2.4 EOC 4 Denton Parks Maintenance Assessment 10.26.21](#)

[2.4 EOC 5 Denton Program Assessment PPT 7.1.21](#)





## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 2.5 – Strategic Plan

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

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

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 5 - Planning for Strategic Management, pp. 107-116.

The City of Denton Parks and Recreation Department's Strategic Plan clarifies the department's mission, vision, values, and current operational context (threats and opportunities). In order to meet the goals of the Strategic Plan, the department conducts constant progress monitoring and regular adjustment of strategic goals in response to changes in the department's operating context. Departmental staff regularly review strategic goals with the Parks, Recreation, and Beautification Board and incorporate their input regarding parks administration.

Strategic planning within the Parks and Recreation Department builds on similar, citywide strategic efforts led by the Mayor and Council. Mayor and Council-led strategic planning emphasizes six Key Focus Areas (KFAs) and encourages City Staff to:

1. Pursue Organizational Excellence
2. Enhance Infrastructure and Mobility
3. Foster Economic Opportunity and Affordability
4. Strengthen Community Service and Quality of Life
5. Support Healthy and Safe Communities
6. Promote Sustainability and the Environment

#### Agency Evidence of Compliance:

[2.5 EOC 1 City of Denton Council Priorities](#)

[2.5 EOC 2 Parks and Recreation Strategic Plan](#)



## **COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS**

[2.5 EOC 3 Park Board Agenda and Strategic Plan Presentation](#)

[2.5 EOC 4 Strategic Work Plan Progress Report](#)

[2.5 EOC 5 Parks & Recreation CMP\\_CIP Budget \(Feb 2022\)](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 8 - Physical Resource Planning, pp. 212-217.

The City of Denton relies extensively on feasibility studies to gather information critical to future project development. Recent studies considered future land acquisition, updates to current parks and recreation facilities, market needs for future new facility development, and the potential economic and environmental impact of future parks developments.

#### **Agency Evidence of Compliance:**

[2.6 EOC 1 Senior Center Feasibility Study](#)

[2.6 EOC 2 Aquatic Center Feasibility Study](#)

[2.6 EOC 3 Aquatic Capital Projects](#)

[2.6 EOC 4 Indoor Recreation Study](#)

[2.6 EOC 5 North Lakes Dog Park Agenda Information Sheet](#)

[2.6 EOC 6 Public Meeting Notes- August 16, 2018](#)

[2.6 EOC 7 Dog Park Research and Inventory](#)

[2.6 EOC 8 Dog Park Concept Plans Estimated Costs](#)

[2.6 EOC 9 Dog Park Concept Plans](#)

[2.6 EOC 10 Dog Park Council Presentation](#)

[2.6 EOC 11 Cole and Hunter Ranch Fiscal Impact Analysis Report](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

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

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 8 - Physical Resource Planning, pp. 217-220.

The Parks and Recreation Department is responsible for overseeing all park design plans and documentation including conceptual designs, master plans, site plans, and construction documents. The department uses site plans as a critical tool to help turn undeveloped sites into usable parkland and to guide significant renovations of existing park facilities.

#### Agency Evidence of Compliance:

- [2.7 EOC 1 Master Plan Site Map](#)
- [2.7 EOC 2 Vela Soccer Complex Site Plan](#)
- [2.7 EOC 3 North Lakes Dog Park Site Plan](#)
- [2.7 EOC 4 Denton Senior Center Site Plan](#)
- [2.7 EOC 5 DENTON-HWY-380 Site Plan](#)
- [2.7 EOC 6 Bowling Green Park Master Plan](#)
- [2.7 EOC 7 Villages of Carmel Park Master Plan](#)
- [2.7 EOC 8 Southwest Park Site Plan](#)
- [2.7 EOC 9 Parkside Property Concept](#)
- [2.7 EOC 10 NLP Dog Park Feasibility Council Presentation](#)
- [2.7 EOC 11 NLP Dog Park Initial Council Presentation 8-14-18](#)
- [2.7 EOC 12 Cole Ranch Parks Presentation](#)
- [2.7 EOC 13 Cole Ranch City Park #1](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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).

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 8 - Physical Resource Planning, pp. 211-212.

The City of Denton's Historic Landmark Commission makes recommendations to the City's Planning & Zoning Commission and City Council on buildings, structures, sites, districts, and areas in the City to be preserved and designated as historic landmarks. It also regulates design review for designated properties and districts. The City has completed an assortment of formal historic resource surveys and studies since the preservation program formally began in 1985.

In September 2019, the Texas Commission on the Arts designated the Original Denton District (ODD) as a cultural arts district. Denton has a wealth of cultural assets, and the ODD will help to showcase these assets and encourage economic development and tourism focused on arts and culture. The ODD encompasses several park properties, including Denton Civic Center, Denton Senior Center, Oakwood Cemetery, Fred Moore Park, Quakertown Park, and Wolff's Park.

In October 2019, the City of Denton officially adopted the Denton Historic Preservation Plan. While this plan identifies historic preservation across the entire City, the Parks and Recreation Department plays a key role in its implementation by managing the historic Denton Civic Center and other historical park properties. The Parks and Recreation Department also works with the Historic Landmark Commission to ensure park enhancements meet historical criteria.

#### **Agency Evidence of Compliance:**

[2.8 EOC 1 The Original Cultural District Strategic Plan](#)

[2.8 EOC 2 The Original Cultural District Marketing Plan](#)

[2.8 EOC 3 Denton Historic Preservation Plan \(2019\)](#)

[2.8 EOC 4 Denton Historic Preservation Plan Adoption \(2019\)](#)

[2.8 EOC 5 Denton Historic Preservation Plan Stakeholder Interviews \(December 2018\)](#)

[2.8 EOC 6 Certificate of Appropriateness – Quakertown Park-City Hall Signage](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

[2.8 EOC 7 Certificate of Appropriateness-Quakertown Park-The Nook](#)

[2.8 EOC 8 Historic Preservation Officer - GP4224 - PLANNING](#)

[2.8 EOC 9 TCA Annual Report-2021 Original Denton District](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 5 - Planning for Strategic Management, pp. 104-107; Chapter 6 - Program and Services Management, pp. 131.

The Parks and Recreation Department regularly solicits input from a wide variety of community stakeholders including individual residents, as well as the school district, universities, and private businesses. The Parks and Recreation Department's Director regularly holds public meetings to allow residents and parks facility users to provide input that influences the planning process. While developing the Master Plan, staff gathered community input from public meetings, interactive workshops, as well as online, email, and social media surveys.

The Discuss Denton platform allows residents to follow along on specific projects and to provide input or ask questions about those projects. Staff regularly monitor and respond to feedback received from this platform.

#### **Agency Evidence of Compliance:**

- [2.9 EOC 1 Aquatic Master Plan Input Requested](#)
- [2.9 EOC 2 Quakertown Centennial Memorial Project Community Meeting](#)
- [2.9 EOC 3 Skate Park Focus Group Public Meeting](#)
- [2.9 EOC 4 Aquatics Focus Group](#)
- [2.9 EOC 5 Aquatic Master Plan Input](#)
- [2.9 EOC 6 Avondale Organic Maintenance Public Meeting](#)
- [2.9 EOC 7 Master Plan HOA Public Input Email Survey](#)
- [2.9 EOC 8 Master Plan Public Meeting Flyer](#)
- [2.9 EOC 9 Master Plan Public Input Workshops](#)



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[2.9 EOC 10 Development Fee Focus Group](#)

[2.9 EOC 11 Master Plan Public Input Social Media Survey](#)

[2.9 EOC 12 Outreach Events \(as of Sept 22\)](#)

[2.9 EOC 13 Briercliff Park & Pecan Creek Trail Master Plan input](#)

[2.9 EOC 14 Quakertown Public Meetings Flyer Final](#)

[2.9 EOC 15 Virtual Meeting for Park Input request](#)

[2.9 EOC 16 Discuss Denton Project Input Page](#)





## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 8 - Physical Resource Planning, pp. 211-212.

The City of Denton’s Americans with Disabilities Act [\(ADA\) Transition Plan](#) guides improvements to city facilities with the ultimate aim of achieving equal accessibility to City facilities for all residents. The transition plan identifies those projects that must be completed to ensure ADA compliance and universal access. Furthermore, the City's elected officials and staff understand that accessibility and ADA compliance are essential to providing residents with excellent customer service and ensuring the quality-of-life Denton residents expect and deserve. After careful study of select City facilities, programs, services, and activities, this plan was adopted and approved by the City Council on January 11, 2022.

#### **Agency Evidence of Compliance:**

[2.10 EOC 1 Resolution and ADA Transition Plan](#)

[2.10 EOC 2 ADA Transition Plan Appendix](#)

[2.10 EOC 3 ADA Transition Plan Facility Maps](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION 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



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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.



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

*Informational reference in the Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 4 - Organizational Structure and Administrative Operations, pp. 74-88.*

The Denton Parks and Recreation Department has 99 FTE's full and part-time employees and 77.93 FTE's seasonal employees, for a department-wide total of 176.93 FTE. The department has four divisions with staff that oversee additional sub-divisions that are organized financially as Home Business Units (HBUs).

The three major department divisions include Leisure Services, Park Maintenance and Planning, and Administration. The Parks and Recreation Department website includes a description of the department's structure that is publicly available. City Council learns of any changes to departmental structure through memorandums, Informal Staff Reports, and weekly Friday Reports.

#### **Leisure Services Division**

The Leisure Services Division includes four Home Business Units: recreation centers/recreational care, aquatics, athletics, and Beautification, Education and Events Services (BEES).

#### *Recreation Centers/Recreational Care*

This sub-division oversees the operations of three recreation centers, two senior centers, and related program areas of interest that include health and fitness, childcare and camps, outdoor recreation, adapted recreation, community events, and fellowship and enrichment programs. Facilities managed by this division include MLK Jr. Recreation Center, Denia Recreation Center, North Lakes Recreation Center, Denton Senior Center, and American Legion Hall Senior Center.



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### *Aquatics*

This sub-division oversees the operations of an outdoor community pool, natatorium, water park, and program areas including swim lessons, aquatic exercise, training, and camps. Facilities managed by the Aquatics sub-division include the Civic Center Pool and Denton Natatorium/Water Works Park. The latter operates under a joint-use agreement between the City of Denton and Denton Independent School District (DISD).

### *Athletics*

This sub-division oversees the operations of athletic complexes, sports facilities, and program areas that include sports instruction, leagues, tournaments, and pastime activities. Facilities managed by the Athletics sub-division include Denia Sports Complex, North Lakes Sports Complex, Vela Sports Complex, North Lakes Driving Range, and Goldfield Tennis Center. Through its coordination of external tournaments, this division is also responsible for encouraging sports tourism.

### *Beatification, Education, and Event Services (BEES)*

The BEES sub-division operates through the Keep Denton Beautiful nonprofit that is staffed by City employees. Keep Denton Beautiful oversees program areas that include beautification, community improvement, litter prevention, waste reduction, urban forestry, and mural initiatives. Civic Center staff plan large-scale community events, organize rentals, special events, and oversee the City's Special Event permitting process.

### **Park Planning and Operations Division**

The Park Planning and Operations division operates three sub-divisions that oversee park maintenance, park planning, and urban forestry. Management and maintenance areas also include integrated pest management, cemetery management, landscape and beautification, preservation, and GIS mapping.

### *Park Maintenance*

This sub-division oversees the maintenance of developed and undeveloped parkland, ball fields, parks, playgrounds, trails, cemeteries, and the amenities found in each of these parks properties. Park Maintenance also attends to all City properties, streetscapes, rights of ways, and medians. Areas of management and maintenance include irrigation, park signage, lighting, landscaping, irrigation, turf, trees, shrubs, and groundcover.



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### *Park Planning*

This sub-division oversees park planning and design, CIP project implementation, parkland dedication and development management, grant funding, and land acquisition. Park planning also attends to the City's public art program.

### *Urban Forestry*

This sub-division oversees and implements the city-wide Urban Forest Master Plan with areas of interest that include maintaining the long-range tree canopy, preservation, tree mitigation, and developer and project compliance.

### **Administration Division**

The Administration division includes the director and administrative support positions that oversee the department's payroll, purchasing, budget, special project research and high-level administrative support.

### **Agency Evidence of Compliance:**

[3.1 EOC 1 Leisure Services Organizational Chart including Administration](#)

[3.1 EOC 2 Park Planning and Operations Organizational Chart](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 4 - Organizational Structure and Administrative Operations, pp. 96.

The Parks and Recreation Department's administrative office is on the second floor of the City of Denton Service Center at 901-A Texas Street, Denton, Texas. The following staff are in the administrative office: director, assistant directors, business manager, management analyst, program area managers, athletics manager and supervisors, parks planning manager, park planners, administrative assistants, and program and events manager.

The administrative office is open to the public Monday through Friday from 8 a.m. to 5 p.m.; however, they must be escorted in by ringing a doorbell or using an available landline to alert staff of their arrival. During the prolonged COVID emergency, the administrative offices were closed to the general public, but they will re-open when staff determine it is safe to welcome the public into the facility once more.

In addition to office space, there is a break room and access to two conference rooms, one equipped with presentation and conferencing technology. All staff have access to office supplies stored in a hallway cabinet, two small closets that serve as storage, a networked copier/scanner/printer, and a large format printer. The Technology Services Department manages all laptop and desktop computers, printing equipment, and the CISCO phone system. The Facilities Maintenance Department manages building-related requests such as facility repairs and light build replacements.

The department also has a customer service office at 321 E. McKinney Street, in the Denton Civic Center. This office is the primary location for customer inquiries and assistance. The Denton Civic Center is open to the public Monday through Friday from 7:30 a.m. to 7 p.m. A full-time customer service supervisor attends to both walk-in customers and inquiries received online or by phone.



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**Agency Evidence of Compliance:**

[3.2 EOC 1 Parks and Recreation Administrative Offices](#)





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### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 4 - Organizational Structure and Administrative Operations, pp. 95-96.

#### **Parks and Recreation Department**

The Parks and Recreation Department's Business Management area has two administrative assistants who provide professional staff support for Kronos payroll software, Qwestica budget management software, and JD Edwards accounting software for purchase order requests. The Leisure Services Division's front-desk staff at Denton Natatorium, Denton Civic Center, and each recreation center provide professional administrative support that includes managing CivicRec registration software. The front-desk staff at the Denton Civic Center provide department-wide customer services to the public. The Park Maintenance Division has an administrative assistant who provides professional staff support, making use of Kronos payroll software, MicroMain asset management software, and performing other daily clerical and administrative duties.

Members of the Parks and Recreation Department are provided with electronic and other equipment, as well as a space from which to office that is appropriate to their position within the department. For example, Parks staff at the administrative offices have either an enclosed office or cubicle office space. Each of these contains a telephone, a laptop computer, computer dock, and at least one large computer monitor. Additionally, the laptop computers all have access to the department's networked printer and large-format printer.

Department staff are also helped in their work by other City departments that provide ancillary and support services. These departments and the support they provide to the department are listed below.

#### **Marketing & Communications Department**

The Marketing & Communications Department manages the City's communications, including press releases, videos, and public meetings. They provide professional staff support to the Parks and Recreation department in the form of two full-time marketing and communication employees.



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These employees oversee all program marketing and strategic communication needs for the Parks and Recreation Department.

### **Technology Services Department**

The Technology Services Department manages the City's network infrastructure, telecommunications, cybersecurity, and all information system implementations. They provide professional staff support in the form of laptop and desktop technical support and assist staff as needed with security cameras, audio-visual equipment, printers, copiers, and scanners. They also provide Geographic Information System (GIS) support in developing current and future maps and help with asset data collection.

### **Procurement and Compliance Department**

The Procurement and Compliance Department manages the City's purchasing process for all materials, supplies, equipment, and services. They provide professional staff support oversight of contract and purchasing compliance requirements, insurance requirements, and risk management regarding waivers and certificates of insurance received by staff for public events and events that serve alcohol on park property.

### **Finance Department**

The Finance Department is responsible for communicating the City's fiscal policies, operational, and financial plans through the publication of the Annual Program of Services, Capital Improvement Program, and Comprehensive Annual Financial Report. They provide professional staff support in the form of budget, payroll, check requisitions, accounting, program management, software accessibility, training, bond management and funding identification for challenging projects.

### **Transportation Department**

The Transportation Department manages the City's traffic operations, traffic engineering, and bicycle and pedestrian program. Fleet Services, a division of the Transportation Department manages the maintenance and repair of city-owned vehicles and equipment. They provide professional staff support in the form of department vehicle maintenance and repair and provide fuel dispensing stations accessible by staff.

### **Human Resources Department**

The Human Resources Department manages the City's risk management, employee benefits program, classification and compensation plan, employee-related policies and procedures, and talent acquisition. They provide professional staff support in the form of job training and development, employee relations, and wellness and learning opportunities. Risk Management and Safety also provide services within the Human Resources Department.



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### **Fire Department**

The Fire Department manages the City's emergency medical and rescue services, fire suppression, fire prevention and education, and disaster preparedness. They provide professional staff support in the form of disaster preparedness training and special event support services.

### **Police Department**

The Police Department manages the City's patrol and neighborhood services, investigation, crime and special operation services, and traffic enforcement. They provide professional staff support in the form of active shooter training, special event support services, and public safety services on parks properties.

### **City Secretary's Office**

The City Secretary's Office manages the City's public notices for official meetings and public hearings as required by the Texas Open Meetings Act. They maintain custody of city records, including council minutes, resolutions, ordinances, and contracts. They provide professional staff support in the form of posting meeting agendas and public hearings for the park, Recreation, and Beautification Board, and facilitating communication between the Parks and Recreation Department, City Council, and wider City Staff.

### **Development Services**

Development Services includes Planning, Land Development, Building Safety, and Food and Health Safety Divisions. Together, these divisions provide growth management and development review, neighborhood preservation and revitalization, property inspection and maintenance, and other programs and business development services intended to ensure residents' health, safety, and quality of life. This department provides strategic support in the development process organization, which provides opportunities for park development in concert with the private sector.

### **City Attorney's Office**

The City Attorney's Office is committed to providing outstanding, professional legal services for the City Council, City Manager, and all City operations. The Office serves as general counsel for the City, and also provides transactional, advisory, and litigation services. The Office is responsible for drafting and reviewing proposed ordinances and resolutions, reviewing legal documents and papers, assisting in the development of contracts and other binding documents, and providing legal counsel in other matters in which the City may be interested. The Parks Department regularly consults the City Attorney's Office when drafting new ordinances or conducting other business that requires legal expertise.



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### Agency Evidence of Compliance:

[3.2.1 EOC 1 Administrative Assistant Job Description](#)

[3.2.1 EOC 2 Recreation Coordinator Job Description](#)

[3.2.1 EOC 3 Management Analyst Job Description](#)

[3.2.1 EOC 4 Civic Center Recreation Leader Job Description](#)



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### 3.3 – Internal Communication<sup>2</sup>

**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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 4 - Organizational Structure and Administrative Operations, pp. 91, 97-98.

Frequent, open, and productive communication is a goal and focus both for the City’s executive staff and for the leadership of the Parks and Recreation Department. City and Departmental staff use Microsoft Outlook, Cisco telephones, SharePoint, quarterly reports, Microsoft Teams meetings and messaging, employee newsletters, and employee forums to share and distribute information.

**Agency Evidence of Compliance:**

[3.3 EOC 1 Communications Matrix](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 3.4 – Public Information Policy and Procedure<sup>2</sup>

**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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 9 - Environmental Resource Management, pp. 250-251.

The City of Denton of Denton’s Public Information policy is outlined in Section 504.01 of the City’s Policies and Procedures manual that is available on the City’s Website. The policy requires the following regarding the public release of information:

"Employees of the City of Denton shall observe the requirements of the Texas Public Information Act, and related statutory and case law, in responding to citizen requests for information. This Act requires that public records be made available for public inspection and copying; that the records be carefully protected and preserved from deterioration, loss, removal, or destruction; and those public records be repaired, renovated, or rebound whenever necessary to preserve them properly." (City of Denton, Policies and Procedures, Sec. 504.01)

**Agency Evidence of Compliance:**

[3.4 EOC 1 Policy 504.01 Responding to Citizen Requests for Information](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 12 - Contemporary Marketing, pp. 377-387; Chapter 16 - Financial Management, pp. 529.

Denton Parks and Recreation Department is supported by one full-time marketing staff member who coordinates and disseminates public information and cultivates positive relationships with established and potential community partners, leaders, advocates, and volunteers.

The Marketing and Outreach Coordinator serves as the primary point person for public relations and communication and is responsible for ensuring that the department's outreach initiatives, messages, and execution are in sync with the City's Marketing and Communications Office.

#### **Agency Evidence of Compliance:**

[3.4.1 EOC 1 Marketing & Communications Marketing and Outreach Coordinator Job Description](#)  
[3.4.1 EOC 2 Marketing and Communications Organizational Chart](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 12 - Contemporary Marketing, pp. 381-382.*

The Marketing and Outreach Coordinator based in the City’s Marketing and Communications office works as the Parks and Recreation Department’s public relations expert, working to coordinate, develop, and maintain a Community Relations Plan as one component of the Department’s overall marketing plan. The marketing and outreach coordinator ensures operational compliance, coordinates on-going efforts, and regularly evaluates and adjusts communication efforts.

#### **Agency Evidence of Compliance:**

[3.4.2 EOC 1 Marketing Annual Work Plan](#)

[3.4.2 EOC 2 Parks and Recreation Game Plan](#)

[3.4.2 EOC 3 Communications Strategy](#)





## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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:
  - a. Examination of demographic trends
  - b. 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.

*Informational reference in the Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 12 - Contemporary Marketing, pp. 360-395.*

The City of Denton Marketing & Communications staff manages the Parks and Recreation Department's marketing plan that includes marketing, public outreach, promotions, advertising, and communications. The Marketing and Outreach Coordinator collaborates with staff and City stakeholders to develop, update, and maintain the marketing plan to support the City and Department's strategic plans. The Marketing and Outreach Coordinator ensures the plan's effectiveness as a holistic road map for public outreach, marketing, promotions, advertising, and communication strategies.



## **COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS**

The marketing plan includes objectives, guiding principles, and a situational analysis that helps staff understand the strategies used to identify and reach target audiences using geographic, demographic, psychographic, generational, and tapestry segmentation. Additional elements of the marketing and communications plan include community input and needs assessment survey results, strategic marketing objectives and game plans, brand and style guides, and performance measures.

### **Agency Evidence of Compliance:**

#### **[3.4.3 EOC 1 Marketing and Public Communications Plan](#)**



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 12 - Contemporary Marketing, pp. 357.

The Denton Parks and Recreation Department has one designated Marketing and Communications Coordinator within the Marketing & Communications office. They develop, coordinate, and implement the department's holistic marketing and communications plan, in addition to destination-specific marketing plans for Water Works Park and the Denton Civic Center.

#### **Agency Evidence of Compliance:**

[3.4.3.1 EOC 1 Marketing & Communications Marketing and Outreach Coordinator Job Description](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 3.4.3.2- Social Media Policy

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

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

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 12 – Contemporary Marketing, pp. 379-381.

The City of Denton includes a Social Media directive within its Policies and Procedures Manual (Policy 505.03) that is available to employees and the general public on the City of Denton’s website. This policy statement advises City employees in the best practices of social media usage. According to this policy, City staff must remain informative in social media comments, avoid posting personal information, and refrain from back-and-forth conversations with the public on social media comment threads. The City’s social media policy also has several guidelines for resident engagement. Among these rules for the public are requirements that comments not be anonymous, that comments remain civil and respectful, that nothing in a resident’s comments represent a threat of violence, include sexual content, or promote individual economic interests.

#### **Agency Evidence of Compliance:**

[3.4.3.2 EOC 1 Social Media Policy](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 11 - Information Technology, pp. 303-352; Chapter 12 - Contemporary Marketing, pp. 378-381.

The Denton Parks and Recreation Department uses appropriate technology to serve the community and our customers better. Technology Services Department staff assist the Parks and Recreation Department by helping to implement new technology and leverage, support, and manage software and applications used by the Parks and Recreation Department's units and subunits. The Parks and Recreation Department also makes use of web-based technology to actively track certain park metrics and to use those metrics within digital dashboards that allow for a dynamic view across Parks Department activities. The implementation of new technologies is governed by Policy 506.10 which calls for a governance review of all technology initiatives which are not delivered as a standard service of the Technology Services Department or for new initiatives that have the potential of having a high impact on City operations if they are not strategically implemented.

#### **Agency Evidence of Compliance:**

[3.5 EOC 1 Parks and Recreation Master List of Technology and Application Descriptions](#)  
[3.5 EOC 2 Technology Projects & Governance Policy NO 506.10](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 3.5.1 – Management Information Systems<sup>2</sup>

**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.

*Informational reference in the Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 11 - Information Technology, pp. 303-356.*

The City of Denton’s management information systems generate various reports to help staff evaluate the effectiveness of facilities, personnel, programs, and policies. Managed information includes employee payroll, facility attendance, registration enrollment/trends, fiscal management, and inventory. The following list reviews the commonly used statistical and data reports by each departmental unit.

The Leisure Services Division uses CivicRec as the primary recreation management software. CivicRec provides dozens of reports, including financial, registration, facility usage, maintenance, and communication reports. Reports are customizable and are used by staff to determine successes, weaknesses, and opportunities in planning programs, memberships, facility usage, cash handling, and more.

JDEdwards and Questica provide a comparative glance at revenues and expenses. These applications compare expenses to revenues by division, assess and compare projected budget to actual budget, include time elapsed reporting functions, and compare year-to-year expenses and revenues to track trends.

WhentoWork centralizes and streamlines most aspects of staff scheduling by the leisure services division. Employees can receive email and text notifications, drop and pick up shifts, submit availability, and other scheduling functions. WhentoWork also allows supervisors to see all shifts an employee is scheduled for, regardless of division.

Kronos is used to record and manage daily, weekly, monthly, and annual time records for all staff, part-time and full-time. Kronos also provides time-off tracking for full-time employees. Part-time employee schedules are managed by each supervisor independently. The Kronos app



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

is available for employees to use to clock in and out at off-site locations.

### **Agency Evidence of Compliance:**

[3.5.1 EOC 1 CivicRec Report](#)

[3.5.1 EOC 2 Questica Report](#)

[3.5.1 EOC 3 WhentoWork Schedule](#)

[3.5.1 EOC 4 Kronos Report](#)

[3.5.1 EOC 5 Strategic Plan Initiatives](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 4 - Organizational Structure and Administrative Operations, pp. 96-97; Chapter 11 - Information Technology, pp. 309-313; Chapter 14 - Human Resource Management, pp. 475-476; Chapter 18 - Risk Management, pp. 649-650.

The City of Denton follows Texas Government Code, Section 441.158 on record retention. This schedule establishes mandatory minimum retention periods for records usually found in all local governments, regardless of type. Under this regulation, no local government office may dispose of a record listed in this schedule prior to the expiration of its retention period. Destruction of local government records contrary to the provisions of the Local Government Records Act of 1989 and administrative rules adopted under it, is a Class A misdemeanor and, under certain circumstances, a third-degree felony (Penal Code, Section 37.10). Anyone destroying local government records without legal authorization may also be subject to criminal penalties and fines under the Public Information Act. (Texas Government Code, Section 441.158, 2020)

The City of Denton observes the Texas Public Information Act requirements when responding to citizen requests for information. The City clarifies its adherence to the Texas Public Information act in its own Policy and Procedures guidelines which explains specific mechanisms and procedures that operationalize the Texas Public Information Act for City of Denton record-keeping (see City of Denton, Policies and Procedures, Section 504.01). This Act, and corresponding City policy (Policy 511.00), requires that public records be made available for public inspection and copying; that the records be carefully protected and preserved from deterioration, loss, removal, or destruction; and those public records be repaired, renovated, or rebound whenever necessary to preserve them properly (Texas Public Information Act Handbook, 2020).





## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### Agency Evidence of Compliance:

[3.6 EOC 1 Retention Schedule for Records Common to All Local Governments 504.01](#)

[3.6 EOC 2 Records Management Policy 511.00](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 11 - Information Technology, pp. 331-336.

The Technology Services Department provides the records disaster mitigation and recovery plan. The Technology Services Business Continuity Plan outlines the response recovery times and required resources for survival/return to normal operations.

#### **Agency Evidence of Compliance:**

[3.6.1 EOC 1 City of Denton Technology Services Business Continuity Plan](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION 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 provide 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.



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 4.1 Personnel Policies and Procedures

**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.

[Informational reference in the \*Management of Park and Recreation Agencies\*, \(2010\), 3rd Ed., Chapter 17 – Human Resource Management, pp 443-444; Compendium Section 17-7.](#)

The City of Denton has established a Policies and Procedures Manual to provide employees with a permanent, written source of information about the policies, procedures, and administrative directives which govern employees' workplace activities, and the administration of personnel procedures for both professional and nonprofessional employees. Copies of the Policies and Procedures Manual are distributed to and reviewed with all employees upon hire, and continuously throughout their tenure as new policies are developed, or as substantive changes are made to existing policies. Additionally, the most recent version of the Policies and Procedures Manual is available to staff for review on the City's intranet page and the City's website. Periodic updates of the manual are made to ensure that policies, procedures, and directives remain current and align appropriately with best practices and local, state, and federal law. All new or revised policies, procedures, and administrative directives are distributed to all employees by the Human Resources Department.

### **Agency Evidence of Compliance:**

[4.1 EOC 1 Policies and Procedures Manual](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

[Informational reference in the \*Management of Park and Recreation Agencies\*, \(2010\), 3rd Ed., Chapter 17 – Human Resource Management, pp 422-423.](#)

Section 10.00 (Ethics) of the City of Denton’s Policies and Procedures Manual establishes and outlines the City’s Ethics Policy. This policy clearly outlines the ethical responsibilities for City staff regarding conflicts of interest, nepotism, private interests, gifts, travel and events, confidentiality, use of social media, use of city resources, and political activity or advocacy. As an overarching policy for all City employees, the Ethics Policy guides the actions of staff in the Parks and Recreation Department, as well.

All City staff are required to read and review the Ethics Policy as part of the Policies and Procedures they receive upon being hired. Furthermore, all staff attend a mandatory ethics training every year in order to “promote, uphold, and demand the highest standards of ethical behavior from all employees” (City of Denton, Policies and Procedures, Section 10.00, “Ethics”)

### **Agency Evidence of Compliance:**

[4.1.1 EOC 1 Policy 10.00 Ethics](#)

[4.1.1 EOC 2 Ethics Policy Training](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 14 - Human Resource Management, pp. 473.

Section 10.00, part IV of the City of Denton’s **Ethics Policy** defines ethical guidelines regarding “gifts, meals, and events” and outlines the City of Denton’s established policy for gifts and gratuities offered to staff members. In accordance with the Ethics Policy, "Employees shall neither solicit, nor accept, gifts or favors offered from an individual, business, or organization due to their position with the City" (Pg 6). This prohibition extends to cash and cash equivalents and allows some exceptions mostly for items of nominal value.

#### **Agency Evidence of Compliance:**

[4.1.1.1 EOC 1 Policy 10.00 Ethics](#)

[4.1.1.1 EOC 2 Disclosure-Form-Conflict-and-Gift](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 4 - Organizational Structure and Administrative Operations, pp. 184; Chapter 7 - Participant and Volunteers Supervision, pp. 421-426; Chapter 14 - Human Resource Management, pp. 401-452.

The City of Denton actively pursues and aims to hire the best-qualified candidates through a comprehensive recruitment process. To this end, the Human Resources Department’s Talent Acquisition Team works directly with Parks and Recreation hiring managers and supervisors, through an established **Recruitment Plan**, to attract, screen, and select candidates.

Section 101 of the City of Denton Policies and Procedures Manual outlines the City’s Employee Recruitment Policy. The **Job Posting Timetable Policy** outlines where jobs should be posted and for how long, in order to ensure a deep and diverse applicant pool. The City of Denton posts hiring notices on the Neogov/Government Jobs platform and on the City’s own website, the Texas Municipal League Website, and Work In Texas, the web portal for the Texas Workforce Commission.

For those jobs that demand a more intensive recruitment effort – executive, highly competitive, or difficult to fill positions – the City’s **Recruitment/Relocation Expenses Policy** outlines the reimbursement policy for candidate travel, lodging, and meals, as well as various expenses related to relocation for successful candidates. This policy allows the City to recruit from a much larger national and global pool of potential candidates in order to find the most qualified person for a given position.

Recruitment policies are reviewed periodically for needed updates. The Job Posting Timetable Policy and the Recruitment/Relocation Expenses Policy were last revised in 2008 and 2018, respectively. The recruitment plan was updated in February of 2021.



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### Agency Evidence of Compliance:

[4.1.2 EOC 1 Recruitment and Hiring Process](#)

[4.1.2 EOC 2 Policy 101.01 Employee Recruitment -Job Posting Timetable](#)

[4.1.2 EOC 3 Policy 101.05 Recruitment-Relocation Expenses](#)





## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 4.1.3– Equal Opportunity Employment and Workforce Diversity<sup>2</sup>

**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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 14 - Human Resource Management, pp. 405-417.

The City of Denton’s **Equal Employment Opportunity Policy** (Section 100.01) as outlined in the Policies and Procedures Manual, establishes the City’s policy regarding equal opportunity in hiring and employment, as well as all other personnel actions including, for example, compensation, benefits, transfers, layoffs, training, education, and tuition reimbursement. This policy maintains that policies and procedures regarding employment and personnel actions will be administered

"to all individuals regardless of race, color, religion, gender, sexual orientation, gender identity, age, disability status, national origin, genetics, or any protected classification under Federal or state law" (Policy 100.01, pg. 1).

**Section 100.02** of the Policies and Procedures Manual outlines the City’s **Equal Employment Opportunity** policy and its compliance with the **Americans with Disabilities Act (ADA)**. Specifically, the City’s policy aims “to provide equal access to all City sponsored services, programs, and activities for citizens and employees with disabilities” and to not “discriminate against ‘a qualified individual with a disability’ as defined by the ADA with regard to job applications, hiring, advancement, discharge, compensation, training and other terms, conditions and privileges of employment” (pg 1). To this end, the policy also outlines a process for determining reasonable modifications and accommodations to policies, practices, and procedures in order to ensure equal access.

The Equal Employment Opportunity Policy and the Americans with Disabilities (ADA) Policy are included in the Policies and Procedures manual and in the **City of Denton Employee Handbook** (pg. -5) which is provided to and reviewed with employees upon hire. These documents are available on the City’s website and intranet portals.



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The City of Denton Human Resources Department also provides several resources for employees that focus on diversity and inclusion. These include required and voluntary trainings, reading materials, reporting guides, videos, documents, websites, podcasts, and more. All of these resources are available on the City's **Diversity and Inclusion Resources SharePoint** page available through the City of Denton Employee Intranet portal.

The City also employs an Organizational Development Manager and a Talent Development and Diversity Specialist who both have responsibilities that include providing resources and training on diversity and inclusion for all employees.

### **Agency Evidence of Compliance:**

- [4.1.3 EOC 1 Policy 100.01 Equal Employment Opportunity](#)
- [4.1.3 EOC 2 Policy 100.02 Americans with Disabilities Act \(ADA\)](#)
- [4.1.3 EOC 3 City of Denton Employee Handbook](#)
- [4.1.3 EOC 4 Diversity & Inclusion Resources SharePoint page](#)
- [4.1.3 EOC 5 Parks and Recreation Diversity Statistics](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 4 - Organizational Structure and Administrative Operations, pp. 89-90; Chapter 14 - Human Resource Management, pp. 426-435.

The City of Denton's employee selection process involves multiple phases including position recruitment, online job posting, application review, candidate interviews, and final selection. The hiring process is outlined in the Recruitment Plan. The Human Resource Department advertises full-time and part-time positions on multiple platforms including the City of Denton's website and websites for the Texas Municipal League (TML), Government Jobs, Work for Texas (Texas Workforce Commission), Texas Recreation and Parks Society (TRAPS), and other similar web-based job boards.

For each position, the hiring manager and the Human Resource Department work together to review the job description including education and experience requirements. To apply for a position, interested individuals must complete an online application through the NeoGov job portal ([governmentjobs.com](http://governmentjobs.com)). The Job Posting Timetable is outlined in Policy 101.01 (EOC 1, below).

To apply for a position, applicants must provide work and education history, relevant certifications, references, answers to supplemental questions specific to each posted position, and attachments such as resumes and cover letters. The hiring manager then reviews each application based on how well the applicant meets the screening criteria established in the job description. During this review process, the hiring manager will also analyze each candidate's answers to the supplemental questions for the position.

After completing the initial review process, the hiring manager selects their top candidates and schedules interviews. Human Resources can provide interview questions which the hiring manager can tailor to meet their specific needs (Sample Interview Questions). The interview process typically includes a preliminary phone interview, in-person interviews with a qualified



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

panel, and follow-up team interviews at the hiring manager's discretion. Each panel member completes a post-interview screening checklist and includes a final recommendation for employment. A Forced Ranking Form is provided by Human Resources to aid in the selection process.

At the conclusion of this intensive interview process, a top candidate is chosen and sent a conditional job offer. Candidates must meet certain citizenship, residency, and age requirements, in accordance with City policies 102.02, 102.03, and 102.04. Additionally, candidates must complete and pass a pre-employment drug screen, background investigation, and reference check. The Human Resources department facilitates the conditional and formal job offer and all steps associated with the offer process.

### **Agency Evidence of Compliance:**

[4.1.4 EOC 1 Policy 100.01 Equal Employment Opportunity](#)

[4.1.4 EOC 2 Recruitment and Hiring Process](#)

[4.1.4 EOC 3 Sample Interview Questions](#)

[4.1.4 EOC 4 Forced Ranking Form](#)

[4.1.4 EOC 5 Policy 102.02 Citizenship and Social Security Number](#)

[4.1.4 EOC 6 Policy 102.03 Residency](#)

[4.1.4 EOC 7 Policy 102.04 Minimum Age Requirements](#)

[4.1.4 EOC 8 Background Check Authorization](#)

[4.1.4 EOC 9 Offer Letter](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 4.1.5– Background Investigation<sup>2</sup>

**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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 14 - Human Resource Management, pp. 435.

The City of Denton requires that all candidates submit to and pass a pre-employment drug screen, employment verification check, driver's license check, social security verification check, reference check, and criminal history background check as a condition of employment. These requirements are outlined in the job postings for all positions.

The hiring manager and the Human Resources Talent Acquisition team, complete all pre-employment checks to verify a candidate's qualifying credentials. Additionally, the City partners with a private background investigation firm, Castlebranch, to conduct criminal history background checks which include a check for child/adult-abuse records and a check of relevant driving records for those employees assigned to operate motor vehicles.

Candidates who fail to pass all pre-employment checks are not eligible for employment with the City.

Additionally, the City has adopted a Drug and Alcohol-Free Workplace (**Policy 108.11**) and Duty to Notify Employer of Arrests, Charges or Convictions policy (**Policy 108.01**) both of which require compliance on the part of City employees as a condition for employment.

#### **Agency Evidence of Compliance:**

[4.1.5 EOC 1 Conditions of Employment in Job Posting](#)

[4.1.5 EOC 2 Background Check Authorization](#)

[4.1.5 EOC 3 Castlebranch Contract Background Check Services](#)

[4.1.5 EOC 4 Policy 108.11 Drug and Alcohol-Free Workplace](#)

[4.1.5 EOC 5 Policy 108.01 Employee Duty to Notify Employer of Arrests, Charges or Convictions](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 14 - Human Resource Management, pp. 438-447

The City of Denton provides a variety of benefits to employees which are outlined in **Section IX** of the City’s Policy and Procedure Manual (**Employee Benefits and Services**) and in the **Employee Benefits Guide** (see EOC 4, below) which is published and updated annually. -Benefits offered to City of Denton employees include but are not limited to, administrative leave, holiday leave, sick leave, paid parental leave, vacation leave, retirement benefits, health insurance, disability and death benefits, tuition reimbursement, and employee assistance program.

During the open enrollment period, employees are provided with notifications of **Open Enrollment** meetings conducted by Human Resources in which benefit options are explained. Human Resources also provides an **Online Enrollment Instruction Guide** to provide instructions on how to select benefits during the open enrollment period and an **Employee Benefits Guide** which lays out all benefits, costs, and any changes to the benefits plan for the next year.

A shorter **Benefit Summary** is also available to employees on the City’s website and intranet page which provides a handy and concise overview of benefits and their terms and conditions. Furthermore, the Human Resources department also maintains a **Benefits Page** on the City’s intranet site as a resource to help employees access their benefits.

#### **Agency Evidence of Compliance:**

[4.1.6 EOC 1 Policy and Procedure Manual, Policy 107 Employee Benefits & Services](#)

[4.1.6 EOC 2 2023 Reminder OE Meetings Flier](#)

[4.1.6 EOC 3 Online Enroll Instruction Guide 2023](#)

[4.1.6 EOC 4 2023 Employee Benefits Guide](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

[4.1.6 EOC 5 2022 Benefit Summary](#)

[4.1.6 EOC 6 Benefits Page](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 14 - Human Resource Management, pp. 458-461.

The City of Denton promotes professionalism and provides employees opportunities to grow professionally through a vast selection of supervisory, training, and development resources. Beginning with individual **Job Success Profiles**, supervisors manage staff based on employees' individual career goals, and the tasks and expectations of each position. Supervisory staff provide additional support through regularly scheduled staff meetings, performance evaluations, and team-building opportunities. Additional interdepartmental development opportunities are available through the Human Resources department.

#### **Leadership Team**

Senior-level supervisors and managers who mentor and communicate expectations for next-level recreation supervisors comprise the Parks and Recreation Department's **Leadership Team**. The Director meets bi-weekly with the Leadership Team and weekly with direct reports that include the Assistant Director, Business Manager, Management Analyst, and Parks Superintendent. The Assistant Director for leisure services has weekly scheduled meetings with the Recreation Center Program Area Manager, Athletics Supervisor, Special Events and Programs Manager, and Aquatics Program Area Manager. The Assistant Director for Park Maintenance meets weekly with Park Maintenance Managers. Additional meetings between supervisory staff and subordinates occur as the need arises. Supervisory staff also make use of email and Teams messaging to communicate expectations and offer direction on a day-to-day basis outside of scheduled/formal meetings.

#### **Recreation Supervisors and Park Maintenance Managers**





## **COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS**

The Recreation Center Program Area Manager meets weekly with Recreation Supervisors who, in turn, meet quarterly with their coordinators. Recreation center supervisors also meet with Recreation Leaders as needed. The Athletics Supervisor meets weekly with Recreation Supervisors and has individual staff meetings as needed. The Aquatics Program Area Manager meets weekly with Recreation Supervisors and Aquatics Technicians. Park Maintenance Managers meet weekly with Supervisors and Crew Leaders. Park supervisors meet with their groups briefly each morning. Additional communication between managerial staff and front-line/field staff occurs on a daily basis as needed.

### **Staff and Job Performance Support**

Beyond operational and program duties, supervisors understand their job is to support their staff and help bring out the best in each employee. In order to do so, supervisors and staff meet regularly to promote team spirit, give encouragement and support, and address any problems that may arise. Communication is not limited to these regularly scheduled events, as staff and supervisors remain in constant contact via email, text, and phone to respond quickly to service challenges and program needs.

In addition to team meetings, each supervisor works individually with direct reports to create a Job Success Profile. The Job Success Profile is a personnel development tool used to identify the competencies and motivations needed for successful job performance. The Job Success Profile helps to clarify the employee's responsibilities in their current position, assess their position and role within the department and organization as a whole, and helps them to determine their own personal professional goals for the upcoming year.

**Performance reviews** are conducted annually for all employees. As part of the review process, employees complete a self-evaluation. Once the employee and supervisor have completed the form, supervisors then meet with the employee to discuss the review. Part of the review process includes a job satisfaction/aspiration discussion to give employees the opportunity to discuss possible avenues for advancement and professional growth.

**Performance Improvement Plans** are sometimes necessary to help supervisors address performance concerns of with an employee and are designed to help employees realign their conduct with the expectations of their position. The Performance Improvement Plan includes an Action Plan that lasts for either 30, 60, or 90 days. During this period the employee must demonstrate continued improvement to address those areas of deficiency indicated in the Performance Improvement Plan. If, at the conclusion of this Action Plan, the employee has not made satisfactory progress, they may have their employment terminated.



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### Human Resources Support

The Human Resources Department provides supervisor and leadership training designed to develop and enhance skills, knowledge, and self-confidence in various areas. The **Training Course Catalog** is available on the Human Resource's **Talent Development** SharePoint page on the City's intranet portal.

In addition to training, the Human Resource Department provides an HR Business Partner who acts as the liaison for their assigned departments. The HR Business Partner is responsible for supporting the department with issues including performance concerns, coaching, training, hiring, terminations, etc.

### Agency Evidence of Compliance:

[4.1.7 EOC 1 Job Success Memo and Profile FY 22 TEMPLATE](#)

[4.1.7 EOC 2 Leadership Team Agenda 8 24 22](#)

[4.1.7 EOC 3 Employee Review Form 2022](#)

[4.1.7 EOC 4 Performance Improvement Plan Form](#)

[4.1.7 EOC 5 Training Course Catalog](#)

[4.1.7 EOC 6 Talent Development Sharepoint page](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 14 - Human Resource Management, pp. 436-447.

The City of Denton’s **Classification and Compensation Plan (Policy 106.02)** outlines the systematic and organized approach to position classification and salary determination for employees. The policy provides equitable and competitive compensation based on position classification, performance, and market analysis. Compensation ranges for non-civil service full time, regular, and temporary/seasonal employees are outlined in the **General Pay Plan** and the **Special Agreement Pay Plan** available on the City’s website and the Human Resource’s SharePoint page.

In 2016 the Human Resource department performed a comprehensive market analysis of all city positions and then created the current pay plan. The pay plan is available to the public on the City’s website. The General Pay Plan includes full-time and part-time positions, and the Special Agreements Pay Plan lists compensation for temporary and seasonal positions.

On October 25, 2022, the City Council approved an ordinance authorizing the City Manager to execute a contract with **Evergreen Solutions** to provide a compensation and classification study for non-civil service City of Denton employees. Human Resources has kicked off the project, beginning with an employee survey in December of 2022. It is estimated that the project will be complete by May 2023.

#### **Agency Evidence of Compliance:**

[4.1.8 EOC 1 Policy 106.02 Classification and Compensation Program](#)

[4.1.8 EOC 2 FY 2022-2023 General Pay Plan](#)

[4.1.8 EOC 3 FY 2022-2023 Special Agreement Pay Plan](#)

[4.1.8 EOC 4 Evergreen Ordinance and Contract](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 14 - Human Resource Management, pp. 461-465.

The City's **Performance Appraisal Policy (Policy 104.03)** outlines the City's Employee Development policy. This policy outlines the probationary period, the performance evaluation process, in-house advancement, development tracking, and describes how to measure performance and inform employees of job progress against established criteria.

According to the policy, it is the immediate supervisor's responsibility to review each employee's job performance annually, set clear expectations, highlight praise or detail concerns about performance, and outline development opportunities. Performance reviews are conducted annually for all employees. As part of the review process, employees complete a self-evaluation. Once the employee and supervisor have completed the form, supervisors then meet with the employee to discuss the review. Part of the review process includes a job satisfaction/aspiration discussion to give employees the opportunity to discuss continuous development within the department and opportunities for future advancement and promotion.

Additionally, the Parks and Recreation Department employs the use of Job Success Profiles that. The Job Success Profiles are developed annually by the employee and the supervisor and used as a tool to identify the competencies and motivations needed for successful job performance. The Job Success Profile also helps supervisors and employees, set goals, and track performance and coordinate professional development.

#### **Agency Evidence of Compliance:**

[4.1.9 EOC 1 Policy 104.03 Performance Appraisal](#)

[4.1.9 EOC 2 Employee Review 2022](#)



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[4.1.9 EOC 3 Sample Performance Review 2022](#)

[4.1.9 EOC 4 Job Success Profile FY 22 TEMPLATE](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 14 - Human Resource Management, pp. 476-483.*

The **In-House Advancement Policy (Policy 104.04)** establishes the promotion process and the City's role in encouraging employee advancement within the organization. The advancement policy requires the City to make every effort to fill job vacancies by in-house advancement of qualified employees to positions within the City. For any posted vacancy, all employees shall have an equal opportunity to apply. The Human Resources department emails notifications of all jobs posted for internal candidates to all city employees. Employees can access the application for internal positions through the City's SharePoint web page.

#### **Agency Evidence of Compliance:**

[4.1.10 EOC 1 Policy 104.04 In-House Advancement](#)

[4.1.10 EOC 2 Internal Job Opportunity Email](#)

[4.1.10 EOC 3 Internal Position Opportunities](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 14 - Human Resource Management, pp. 465-468.

Employees are responsible for performing their jobs in a safe, productive, and effective manner and in compliance with the instructions and standards established by their supervisors and the City of Denton **Standards of Conduct for Employees** as outlined in Section 108 of the City of Denton Policies and Procedures Manual. The standards of conduct and expectations include **Policy 108.07 Dress Code/ Personal Appearance** and **Policy 108.11 Drug and Alcohol-Free Workplace** among others.

The **Corrective Action Policy**, Section 109 of the Policy and Procedures Manual, outlines the discipline model used to help maintain an effective, productive, and disciplined workforce that delivers outstanding quality services to the citizens of Denton. **Policy 109.01 (Corrective Action)** and **Policy 109.02 (Demotions)** further outline possible disciplinary actions that may be taken for employees who do not meet standards of conduct.

The Standards of Conduct for Employees Policy and the Discipline and Separation Policy are



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

included in the Employee Handbook and reviewed with employees upon hire. Specific provisions from each of these policies are also included in the Employee Handbook.

An HR Business Partner from the Human Resource department is assigned to assist supervisory staff in the disciplinary process. The Business Partner provides the supervisor with the tools necessary to document an issue and apply the appropriate corrective action or disciplinary measures. These may include **Performance Improvement Plan, Memo of Expectations, Corrective Action (Reprimand, Suspension and Termination)**

### **Agency Evidence of Compliance:**

[4.1.11 EOC 1 Policies and Procedures Manual Section 108 Standards of Conduct for Employees](#)

[4.1.11 EOC 2 Policy 108.07 Dress Code - Personal Appearance](#)

[4.1.11 EOC 3 Policy 108.11 Drug and Alcohol-Free Workplace](#)

[4.1.11 EOC 4 Policy 109.01 Corrective Action](#)

[4.1.11 EOC 5 Policy 109.02 Demotions](#)

[4.1.11 EOC 6 Performance Improvement Plan Form](#)

[4.1.11 EOC 7 Corrective Action Template](#)

[4.1.11 EOC 8 Disciplinary Notice- Reprimand](#)

[4.1.11 EOC 9 Disciplinary Notice- Demotion](#)

[4.1.11 EOC 10 Disciplinary Notice- Notice of Termination](#)





## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

*Informational reference in the Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 14 - Human Resource Management, pp. 468-472.*

**Policy 109.03 “Corrective Action and Separation – Appeals”** outlines the grievance procedure and provides employees the opportunity to seek redress when they feel “a disciplinary action taken against them is capricious or arbitrary, the corrective action violates an existing City of Denton policy or administrative directive, the corrective action violates an existing state or federal law or regulation, or when the employee believes that they have received corrective action (i.e., suspension, involuntary demotion, or dismissal) for conduct that constitutes the exercise of a constitutional right or statutorily protected activity.” The policy also “afford(s) the employee a responsive forum to guard against biased or arbitrary decisions.”

The Appeals policy, which includes details of the appeal process, is available to employees on the City’s website and intranet.

#### **Agency Evidence of Compliance:**

[4.1.12 EOC 1 Policy 109.03 Appeals](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 14 - Human Resource Management, pp. 467-468.

**Policy 112.01 Separation and Out-Processing Procedure**, outlines the process for formally ending an individual’s employment with the City. The policy also provides notice requirements, a termination checklist, exit interview procedures, and discusses rehire eligibility.

After an employee gives notice of the end of employment, the supervisor completes the **Termination Status Sheet** to notify HR to begin the offboarding process. The employee then assigned offboarding tasks to complete through the NeoGov system (**Employee Guide to Offboarding**). As part of the offboarding process, employees are asked to complete an **exit interview** and **knowledge transfer questionnaire**.

Resources for supervisors are available on the City’s intranet portal and they are supported through the process by the department’s HR Business Partner.

#### **Agency Evidence of Compliance:**

[4.1.13 EOC 1 Policy 112.01 Separation and Out-Processing Procedure](#)

[4.1.13 EOC 2 Termination Status Sheet](#)

[4.1.13 EOC 3 Off Boarding Checklist NeoGov](#)

[4.1.13 EOC 4 Exit Interview Questionnaire](#)

[4.1.13 EOC 5 Knowledge Transfer Questionnaire](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 4.1.14– Social Media Policies Regarding Staff Use

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

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

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 12 – Contemporary Marketing, pp. 379-390; Chapter 14 – Human Resources Management, pp. 473-474.

The City of Denton is committed to providing open and accessible information to the public and encourages engagement with the community via social media. Use of social media and digital platforms is governed by **Policy 505.03 Social Media and Digital Platforms**. This policy applies to employees who are authorized to use a City social media page account or digital platform as an essential function of their job or is approved to use or provide public information to the public that resides on a City platform for the purpose of public outreach or department-related objective.

**Agency Evidence of Compliance:**

[4.1.14 EOC 1 Policy 505.03 Social Media](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 14 - Human Resource Management, pp. 453-454.*

The Denton City of Denton Parks and Recreation Department aims to attract, hire, and retain highly qualified staff to develop, operate, and provide programs and services that further the goals and objectives of the Department and the City. to further the goals and objectives of the department and City. Job postings and descriptions outline the required experience, education, training, certification, or licenses required for incumbents of appropriate to each position. Candidates must meet the minimum requirements established by the job description to be considered for appointment. Additionally, the candidates should be highly qualified, diverse, and passionate about parks and recreation. The department employs 93 full-time employees as well as up to 400 part-time and seasonal employees who reflect bring to the department a broad range of skills, advanced education, certifications, and experience. Employee applications and resumes are on file in the Human Resources department, and job descriptions for all positions are accessible on the City’s website.

#### **Agency Evidence of Compliance:**

- [4.2 EOC 1 Director of Parks and Recreation Job Description](#)
- [4.2 EOC 2 Director of Parks and Recreation Resume](#)
- [4.2 EOC 3 Program Area Manager- Aquatics Job Description](#)
- [4.2 EOC 4 Program Area Manager- Aquatics Resume](#)
- [4.2 EOC 5 Recreation Supervisor-Denton Senior Center Job Description](#)
- [4.2 EOC 6 Recreation Supervisor-Denton Senior Center Resume](#)
- [4.2 EOC 7 Parks Planner Job Description](#)
- [4.2 EOC 8 Parks Planner Resume](#)
- [4.2 EOC 9 Recreation Coordinator-Special Events Job Description](#)
- [4.2 EOC 10 Recreation Coordinator- Special Events Resume](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 4.3 – Job Analyses for Job Descriptions<sup>2</sup>

**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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 4

- Organizational Structure and Administrative Operations, p. 94; Chapter 14 - Human Resource Management, pp. 417-419, 423-424; Chapter 14 - Human Resource Management, pp. 481.

Job descriptions are established for all positions and can be found **online** on the City’s website and intranet page.

Job descriptions are reviewed for each new position created, when a current position is vacated, or when a position reclassification is requested. In each of these cases, the hiring supervisor reviews the duties, responsibilities, tasks, and the minimum level of proficiencies necessary for the position’s required skills, knowledge, abilities, and behaviors. **A redlined version** of the reviewed job description is then sent to the department director and then to Human Resources for review and approval. Once approved, the job description is loaded into the NeoGov system. Revision dates are noted at the end of each job description.

During the review, should the hiring manager request a reclassification of the position, a **Classification Request Form** is completed and submitted to Human Resources using the **Position Change Request**. Human Resources reviews the job description to ensure appropriate classification and pay grade and provides a recommendation to the Compensation and



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

Classification Committee. The Compensation and Classification Committee is comprised of the Assistant City Manager, Human Resources Director, Chief Financial Officer, and the HR Business Partner Supervisor.

On October 25, 2022, the City Council approved an ordinance authorizing the City Manager to execute a contract with **Evergreen Solutions to provide a compensation and classification study** for non-civil service City of Denton employees. As part of the study, all job descriptions will undergo an analysis and review. The Human Resources department began this process with an employee job assessment survey in December 2022. It is expected that the entire compensation and classification study will conclude by May 2023.

### **Agency Evidence of Compliance:**

[4.3 EOC 1 Job Descriptions](#)

[4.3 EOC 2 Redline Job Description example](#)

[4.3 EOC 3 Classification Request Form](#)

[4.3 EOC 4 Position Change Request](#)

[4.3 EOC 5 Intern II Job Description](#)

[4.3 EOC 6 Assistant Lead Cashier Job Description \(temp-seasonal\)](#)

[4.3 EOC 7 Head Lifeguard Job Description \(regular part-time\)](#)

[4.3 EOC 8 Recreation Supervisor Job Description \(full-time\)](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

*Informational reference in the [Management of Park and Recreation Agencies](#), (2016), 4th Ed., Chapter 14 - Human Resource Management, pp. 455.*

The Director of Parks and Recreation serves as the Chief Administrator for the Denton Parks and Recreation Department is the Director of Parks and Recreation. Gary Packan is the current incumbent. As the Director, Gary is responsible for planning, organizing, and directing the work of the department and its employees. His 25-year career in the parks and recreation field began in 1994 when he first served as an intern for the City of Kettering, Ohio. By 1995 he worked his way up to Special Events Coordinator and was named Assistant City Manager in 2004. He returned to parks and recreation in 2007 as the Assistant Director of the Parks and Recreation Department with the City of Arlington, Texas. He joined the City of Denton in Parks and Recreation Department in 2018.

#### **Agency Evidence of Compliance:**

[4.4 EOC 1 Director of Parks and Recreation Job Description](#)

[4.4 EOC 2 Gary Packan Resume](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 14 - Human Resource Management, pp. 480-483.

Denton Parks and Recreation has two The Assistant Directors is who are authorized to fill in as the Chief Administrator when the Parks and Recreation Department Director is out of the office. Staff must provide an out of office email and voicemail message that directs customers to an alternate staff person for assistance. If both the Director and Assistant Directors are unavailable, a designee is appointed to temporarily fill the Director's role.

The department's **Continuity of Operations Plan** lists key decision-makers (by position) and their successors to whom authority is transferred to, under which circumstances, and when that authority is activated and terminated.

#### **Agency Evidence of Compliance:**

[4.4.1 EOC 1 Out of Office Email](#)

[4.4.1 EOC 2 Parks and Recreation COOP Plan](#)





## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 14 - Human Resource Management, pp. 476.

The City of Denton recognizes the value of mental and physical health and has implemented a Wellness Committee to promote year-round wellness opportunities and to provide oversight for the Employee Health Clinic.

#### **City's Employee Health Center**

One of the greatest benefits the City of Denton offers to its employees is free access to the City of Denton Employee Health Center, more commonly known as "the clinic." The clinic is available free of charge to City employees and dependents on the City's health insurance plan. The clinic offers wellness, chronic care, and acute care services with no out-of-pocket cost to members.

#### **DentonFIT**

The Denton FIT program offers full-time employees an annual \$30 credit to apply towards parks and recreation health or wellness programs or activities.

#### **Employee Assistance Program (EAP)**

The Employee Assistance Program (EAP) is a wellness benefit provided by the City to the employees. EAP is a free and confidential program that offers six face-to-face counseling visits per incident per year for personal and work-related problems. The EAP’s National Board-Certified Health and Wellness Coaches can also offer employees support relating to weight loss, tobacco cessation, diet, exercise, and more.

#### **Healthy Incentives Program (HIP)**

The Healthy Incentives Program (HIP) is a voluntary annual program for employees and serves to promote wellness and healthy lifestyles by offering a financial incentive for efforts. Employees who participate in the program receive a premium differential of \$20 per pay period/\$480 annual by completing two requirements; completion of a supervised Biometric Health Risk Assessment (HRA) and a review of the HRA with a Health Center Provider.



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### **Free Parks and Recreation Fitness Membership**

The Parks and Recreation Department provides every full-time employee a free fitness membership and discount access to the natatorium, water park, community pool, and group exercise classes.

### **Agency Evidence of Compliance:**

[4.5 EOC 1 City's Employee Health Center](#)

[4.5 EOC 2 DentonFIT](#)

[4.5 EOC 3 Employee Assistance Program \(EAP\)](#)

[4.5 EOC 4 Healthy Incentive Program](#)

[4.5 EOC 5 Employee Fitness Participation](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 14 - Human Resource Management, pp. 475, 477-478.

The Human Resources department holds New Employee Orientation (NEO) for new full-time and part-time employees than includes several hours of training including a review of the **Employee Handbook** and an introduction to the City's Core Values, history, policies, and benefits. In addition to NEO, supervisors support new employee orientation to the department throughout the initial onboarding phase, making them feel welcome immediately, helping them to learn the department's culture, modeling a positive work ethic, and clearly conveying the tasks and responsibilities to the new employee.

Additionally, the Parks and Recreation Department provides job-specific training for new employees which includes a review of policies, procedures, and duties. Post--COVID, the Parks Department began working on a new comprehensive onboarding and orientation program for staff. It is anticipated that this new onboarding procedure will be finalized and implemented in Spring 2023.

#### **Agency Evidence of Compliance:**

[4.6 EOC 1 NEO Presentation](#)

[4.6 EOC 2 City of Denton Employee Handbook](#)

[4.6 EOC 3 Rec Leader Training Checklist](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

*Informational reference in the Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 14 - Human Resource Management, pp. 478-480.*

The City of Denton supports and encourages training, self-improvement, and personal development programs for all employees through successful onboarding, on-the-job training, educational programs, certifications, and the Human Resources Department’s Talent Management Program. Department funds are budgeted to allow staff to attend conferences, complete relevant coursework, join professional associations, and achieve industry certifications. The objective is to provide employees with a flexible approach to meet training and development goals. Additionally, the Human Resource Department has identified common skill sets (competencies) needed to be effective. These core competencies for job effectiveness include communication, customer focus, leadership and professionalism, organizational focus, legal compliance, and organizational policies and procedures. Employees and supervisors can choose a development path that will specifically address those particular core competencies that an employee needs to strengthen. A list of available training is published on the **City’s Talent Development HUB page**.

The Human Resources department conducts an initial orientation and onboarding process for all full-time employees. The direct supervisor conducts area-specific training for full-time, part-time, and seasonal employees upon hiring, ensuring consistent training. Training includes instruction on the recreation management software, Civic Rec, customer service protocols, and other department-specific policies and procedures.



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

Direct supervisors conduct ongoing training to ensure the team member stays current and knowledgeable in all aspects of their position. Evaluation results create tailored training for each individual employee.

City of Denton employees, both part-time and full-time, are encouraged and supported in their desire to attend relevant training, whether that be job-specific training or large-scale conferences/workshops such as the Texas Recreation and Parks Society (TRAPS) and the National Recreation and Park Administration (NRPA) annual conferences. Many full-time employees receive additional certifications specific to their job while attending such conferences. The Parks and Rec Department has established the **Development Plan Budget and Allocation** to determine a progressive development plan for employees at each level of the organization. The plan lists the certifications and training the Parks and Recreation Department has determined are required and preferred for each position and allocates funding to ensure budget dollars are being requested and spent appropriately. This policy also ensures the continued professional development of departmental staff to the latest industry standards.-

The City of Denton offers two unique programs to develop aspiring leaders and managers within the organization. The SPARK program consists of 13 different classes, covering topic that include: overview of the City and its processes and values, leadership expectations, and personal development.

The MLM (Mid-Level Managers) is a leadership program designed specifically for current mid-level managers in the City of Denton. The intent of the program is to help ensure that leaders at every level throughout the City understand what the expectations are of their leadership roles, have the tools and resources necessary to succeed in these roles, and are equipped to help those they serve to grow, develop, and succeed as well.

### **Agency Evidence of Compliance:**

[4.6.1 EOC 1 Talent Development HUB Page](#)

[4.6.1 EOC 2 Development Plan Budget and Allocation](#)

[4.6.1 EOC 3 SPARK I Agenda 2022](#)

[4.6.1 EOC 4 MLM I Agenda 2022](#)

[4.6.1 EOC 5 Parks and Recreation MLM and SPARK participants 2022](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 4.6.2 – Professional Certification and Organizational Membership

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

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

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 14 - Human Resource Management, pp. 479-480.

The director, managers, and supervisors encourage and support staff efforts to pursue professional certifications and licenses and memberships in professional organizations. The City allocates funds for staff certifications, discipline-specific and trade licenses, as well as for professional organization memberships. Funds are also allocated so that staff can attend job-related training workshops and conferences to maintain licenses and certifications. A listing of all staff certifications is maintained by the department.

The Parks and Recreation Department is an agency member of the National Parks and Recreation Association (NRPA) and funds individual affiliate memberships for the Texas Recreation and Parks Society (TRAPS). The department boasts 14 Certified Park and Recreation Professionals and three Certified Park and Recreation Executives. The staff remains active in both organizations by attending national and regional conferences and lending their expertise through guest articles and conference presentations. Active participation also is encouraged and maintained through attendance and completion of NRPA schools and discipline-specific training. In 2023, the City of Denton will serve as host to the TAAF State Conference.

Beyond membership, Parks and Recreation staff actively participate and lend their talents to professional organizations in a variety of ways including serving as officers, event organizers, speakers, and trainers.



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### Agency Evidence of Compliance:

[4.6.2 EOC 1 Parks and Recreation Training and Certifications Record](#)

[4.6.2 EOC 2 2023 TRAPS North Region Conference Schedule](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 7 - Participant and Volunteers Supervision, pp. 174.

The Denton Parks and Recreation Department recognizes the value of volunteer contributions and relies on volunteer assistance to improve the level of service we are able to provide to our residents. The use of volunteers is governed city-wide by **Policy 409.07, Volunteer Procedures**. This policy addresses the procedures and background checks that volunteers are required to undergo before they may begin volunteering for the City. The policy requires completion and appropriate clearance of the **Volunteer Agreement, Release and Background Check**. This policy is specific to volunteers who perform duties that assist departments in their day-to-day operations and does not apply to volunteers working a single-day event or City-sponsored special event. In that case, volunteers are required to sign a **Release form** on the day of the event.

The department coordinates with volunteers in various roles and opportunities and employs a Volunteer Supervisor who is responsible for the recruitment, training, recognition, and retention of volunteers. Volunteers are provided a handbook (**Denton Parks and Recreation Volunteer Handbook**) and the Human Resources department processes volunteer background checks. Volunteer management and training are essential to the department's mission because they supplement staff support for programs, special events, and facility operations.

#### **Agency Evidence of Compliance:**

[4.7 EOC 1 Policy 409.07 Volunteer Procedures](#)

[4.7 EOC 2 Volunteer Agreement, Release and Background Check](#)

[4.7 EOC 3 Group Sign-In Release](#)

[4.7 EOC 4 Group Sign-In Release \(Minor\)](#)

[4.7 EOC 5 Denton Parks and Recreation Volunteer Handbook](#)





## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 7 - Participant and Volunteers Supervision, pp. 174 -175.

The Parks and Recreation Department staff partners with volunteers who donate thousands of hours each year to support special events, programs, campaigns, projects, and athletics. Volunteer support enhances staff capabilities in the following programmatic areas:

#### **Recreation Centers**

The recreation centers maximize volunteers for special event operations and program coordination, such as specialty camps. Volunteers assist with program and event operations at the Denton Senior Center's woodshop, library, and craft store operations. Volunteers also assist with, choir, band, and drop-in activities.

#### **Parks Maintenance**

The department partners with community volunteer organizations, volunteer service groups, and individuals to assist with park and trail cleanup projects, tree planting and mulch placement projects, and the department works with Boy Scouts of America for standalone badge-earning projects.

#### **Athletics**

The athletics division relies heavily on volunteers to coach youth sports teams for volleyball, basketball, flag football, futsal, and softball. To maximize the positive impact of volunteer coaches, the Athletics division clarifies coaching expectations through email at the start of every season.

#### **Outdoor Recreation**

The outdoor recreation staff rely on volunteers from various organizations to deliver programs and services year-round. These organizations include Denton County Master Gardeners, Junior Master Gardner program, and the Texas A&M Agri-Life Extension program that oversees the Preschool and Junior Master Naturalist and Elm Fork Master Naturalists programs.



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### **Special Events**

The Special Events division recruits volunteers throughout the year to supplement staff capacity at the following special events: Teen Twilight Egg Hunt, Halloween Harvest Festival, Halloween Carnival, Haunted House, Career Day, Breakfast with the Easter Bunny, Reel in the Fun Fishing Tournament, MLK Jr. Day Celebration, Black History Month Celebration, American Legion Hall Thanksgiving Dinner.

### **Keep Denton Beautiful (KDB)**

KDB engages volunteers from the community and businesses to help clean Denton's right of ways, parks, and trails and encourage city-wide beautification with programs that include Yard of the Month recognition, garden workdays, Great American Cleanup, Adopt-A-Spot, and cigarette litter cleanups. Volunteer helpers are also critical to the success of the city's Arbor Day event and Denton Redbud Festival.

### **Service Groups**

The Parks and Recreation department maintains long-standing relationships with several volunteer-based groups in Denton whose help over the years have significantly helped the Department serve the wider community. These vital community volunteer groups include the Denton Parks Foundation, Senior Center Advisory Council, MLK Advisory Board, UNT/ TWU sororities and fraternities, and the City Council-appointed Parks, Recreation, and Beautification Board.

### **Community Service**

The department provides opportunities for individuals ages 18 and older to complete court-ordered or school-required volunteer hours in the form of facility janitorial service and community event support. Volunteer descriptions and duties are available at the time of registration or in the days leading up to a standalone event or program.

### **Agency Evidence of Compliance:**

[4.7.1. EOC 1 Volunteer Coach Email](#)

[4.7.1 EOC 2 Keep Denton Beautiful Yard of the Month Volunteer Description](#)

[4.7.1 EOC 3 Volunteer Community Service Agreement](#)

[4.7.1 EOC 4 Senior Center Advisory Council Volunteer Description](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

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

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

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

*Informational reference in the Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 7 - Participant and Volunteers Supervision, pp. 175-177.*

The Parks and Recreation Department relies on volunteers in several program areas. The department employs a Volunteer Supervisor who works with each area’s supervisor to recruit, screen, train, recognize, and retain volunteers. Below is a summary of the procedures that guide the department’s relationship to its volunteers.

#### **Recruitment**

The City uses various platforms to reach out to potential volunteers. The Departments promotes its volunteer opportunities through the City’s website, by emailing volunteer resident groups, engaging through social media, and advertising specific volunteer opportunities. The Department proactively recruits volunteers according to need and the volunteer’s interests and abilities.

#### **Selection**

The primary qualification for selection is the ability to perform the specified role on behalf of the department. The selection process also requires a background check for adults (18+) who will be working with protected populations. In general, this refers to children's programs and camps, senior programs and operations, and volunteer coaching positions.

Volunteer age requirements vary based on the opportunity. The Department ensures that opportunities exist for all ages so that children may volunteer with parental/guardian supervision.



## **COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS**

### **Orientation**

Volunteer orientation provides an overview of the expectations and duties of respective positions. Orientation is done on-site at the beginning of each volunteer shift unless otherwise discussed with the recreation or program coordinator. Occasionally, a group orientation will be held to ensure all volunteers receive consistent information. In some situations, information on expectations, responsibilities, protocols, programs, and sports instruction is delivered by email.

### **Training**

After proper training and passing relevant background checks, volunteers can aid with many tasks such as driving City vehicles, handling cash and payments, and using City technology. Depending on the opportunity, program, or activity, the staff will provide hands-on training or distribute training via email. Cash handling and technology use policies apply, and training is required before volunteering take on these roles.

### **Retention**

The goal of volunteer retention is to create meaningful volunteer experiences that make people want to come back and volunteer again. Department staff encourage volunteers by showing appreciation for their help, emphasizing how volunteer work advances the City's Core Values. Parks and Recreation staff also work with volunteers to find opportunities that respond to individual volunteers' interests and provide volunteers with a flexible and varied experience at the City. Leading by example and showing appreciation is vital to this effort. The department hosts annual volunteer appreciate events and submits volunteer applications for industry award opportunities.

### **Agency Evidence of Compliance:**

[4.7.2 EOC 1 Denton Parks and Recreation Volunteer Handbook](#)

[4.7.2 EOC 2 Volunteer Agreement, Release and Background Check](#)

[4.7.2 EOC 3 Tree Giveaway Team Lead Orientation and Training 2022](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 7 - Participant and Volunteers Supervision, pp. 177.

#### **Supervision**

The department employs a **Volunteer Supervisor** responsible for overseeing all volunteers for the department. This position works with other department staff to identify opportunities for volunteers, and recruiting, hiring, and training.

Volunteers are monitored and supervised based on the type of program, activity, or event for which they are volunteering. Specialty camp volunteers are monitored by the program coordinator, who serves as a backup to the camp's daily operational staff. Volunteers who help in the recreation centers are monitored hourly by the supervisor or coordinator to whom they report. Supervisors and coordinators both provide volunteers feedback regarding their responsibilities.

Individuals who are volunteering in order to fulfill community service requirements follow strict expectation guidelines and are supervised closely by recreation leaders, coordinators, and supervisors.

Youth volunteer coaches are supervised on game days and practice days by recreation coordinators and temp-seasonal staff.

#### **Evaluation**

All program participants receive a program evaluation survey which includes evaluation of program volunteer performance. In the event of a grievance, volunteers and participants are encouraged to meet with the recreation supervisor. The leadership team may assist with grievances as needed.



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### Agency Evidence of Compliance:

[4.7.3 EOC 1 Volunteer Supervisor Job Description](#)

[4.7.3 EOC 2 Denton Parks and Recreation Volunteer Handbook](#)

[4.7.3 EOC 3 Athletics Survey](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 7 - Participant and Volunteers Supervision, pp. 177-178.

It is the responsibility of recreation coordinators and supervisors to recognize volunteers. Recognition can be given through letters of appreciation, thank you cards, certificates, public praise, awards ceremonies, and through the promotion of responsibilities and duties.

Each year, the senior center hosts a themed volunteer appreciated dinner, Keep Denton Beautiful hosts a volunteer appreciation BBQ Bash, and recreation center staff hosts an annual volunteer appreciation activity. Additionally, the department hosts an annual ice cream social during National Volunteer Appreciation Week to recognize and thank all department volunteers.

#### **Agency Evidence of Compliance:**

[4.7.4 EOC 1 Senior Center Volunteer Appreciation Invitation](#)

[4.7.4 EOC 2 Keep Denton Beautiful Volunteer Appreciation Invitation](#)

[4.7.4 EOC 3 Volunteer Week Proclamation](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 7 - Participant and Volunteers Supervision, pp. 178.

Chapter 2, Article VIII, Sections 2.243 – 2.250 of the City of Denton Code of Ordinances clarify the city’s policy regarding Legal Defense and indemnification of City Officers and Employees.

Pursuant to the Texas Municipal Home Rule Authority and the State of Texas laws, the City of Denton does not purchase insurance but is self-insured. The State of Texas statute establishes the City's liability ~~and~~ subject to certain limitations as a government entity. "The City of Denton shall... indemnify and pay actual damages, court costs, and reasonable attorney's fees, excluding punitive damages, awarded against any city councilmember, city board or commission member, or other officer or employee of the city, to the extent such damages are not covered under an insurance contract or self-insurance program of the city authorized by statute." (Denton Code of Ordinances, Article VIII, Section 2-244.)

Pursuant to section Sec. 2-243. Definitions, the term "employee" includes volunteers. As such, agency volunteers shall be covered for negligence liability.

**Agency Evidence of Compliance:**

[4.7.5 EOC 1 Article VIII. Legal Defense and Indemnification of City Officers and Employees](#)

[4.7.5 EOC 2 Texas Statute Tort Claims](#)

[4.7.5 EOC 3 City of Denton Self Insured Letter](#)





## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 14 - Human Resources Management, pp. 455-456.

The Parks and Recreation Department contracts with Special Instructors to provide activities or classes that staff cannot provide because of lack of very specialized skill or to relieve staff capacity for more effective purposes. The terms and conditions of these arrangements are laid out in the **Special Instructor Agreement** and the **Independent Contractor Guide**. The **Special Instructor Paperwork Checklist** guides employees through the contract process.

In addition to working with Special Instructors, the Parks and Recreation Department also often hires consultants with specialized expertise, for example in master planning and recreational programming, to advise the Department in various capacities. Recently, the department hired Halff and Associates to help with the Parks, Recreation & Trails Master plan and is currently working with the consulting firm, **Kimley-Horn, on the Aquatics Master Plan**.

Department coordinators, supervisors, and managers are authorized to execute contracts with funds included in the department’s annual budget. Contracts are processed as purchase orders and approved by the Procurement and Compliance Department. Consultant contracts over \$50,000 are processed through the legal department and approved by City Council. This process is outlined in the **Procurement Policy** provided by the Procurement Department.

#### **Agency Evidence of Compliance:**

- [4.8 EOC 1 Independent Contractor Guide](#)
- [4.8 EOC 2 Special Instructor Agreement](#)
- [4.8 EOC 3 Special Instructor Paperwork Checklist](#)
- [4.8 EOC 4 Kimley-Horn Aquatics Master Plan Contract](#)
- [4.8 EOC 5 Procurement Policy](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 5.1– 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 purposes and to alert agency management to possible problems.

*Informational reference in the Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 16 - Financial Management, pp. 525-569.*



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 16 - Financial Management, pp. 527-528.

#### **Budgetary and Financial Policies**

The City of Denton's Budget and Financial Policies (see, broadly, City of Denton, Policies and Procedures, Sections 400.00 to 409.11) set forth the basic framework for the City's fiscal management. These policies fit within the parameters established by applicable state and federal regulations, the City Charter, established ordinances, adopted policy, and long-term fiscal strategies. Sections 400.00-499.99 of the Policies and Procedure Manual establishes financial expectations that includes an objective analytical process for developing revenue goals and setting users, determining proper administration of expenditures, budget management, budget reporting, and cash handling.

#### **Legal Authority**

Through an appropriation ordinance, the City Council establishes the legal authority for city officials to obligate and spend money, therefore allowing staff to adjust expenditures within a departmental budget. Additional expenditure beyond budgeted amounts require the adoption of a supplemental appropriation ordinance, which specifies both the source of revenue and the appropriate expenditure account, ~~for~~ and any inter-fund adjustments.

#### **City Manager Authority**

The City of Denton Charter identifies the city manager as the chief executive officer and the head of the administrative branch of the city government (see Denton City Charter, Part I, Article V). The City Manager is authorized by the City of Denton Charter to issue administrative procedures and directives as deemed necessary and to implement approved policies relating to internal operational matters (see Denton City Charter, Article V, Sec. 5.03 for further enumerated powers of the City Manager).

#### **Department Authority**



## **COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS**

The Parks and Recreation Department manages special revenue funds that are approved by City for the receipt of specific revenue sources. These revenues are used, in turn, for approved Parks and Recreation purposes. The Recreation Fund (City Ordinance 2011-155) accounts for fee-based leisure service revenue, which is self-supporting and assessed by a Subsidy and Resource Allocation Policy adopted by the City Council. Additionally, the Park Land Dedication and Development Trust Fund (City Ordinance 21-2143), Parks Gas Well Fund, Tree Mitigation Fund (City Ordinance 2015-252), and McKenna Trust Fund, are revenue sources with policy-based expenditure restrictions defined by city ordinance.

### **Finance Department**

The Finance Department is responsible for accounting, budget and treasury functions, and general financial administration at the City of Denton. The Department's responsibilities include accounting, accounts payable, payroll, cash management, debt and investment management, budgeting, and long-range financial planning. The Finance Department oversees the City's budget, General Fund, Debt Service Fund, Special Revenue Funds, and Capital Improvement Funds Program.

### **Procurement Authority**

In accordance with Denton City Code of Ordinances (Sec. 10-26), the City Council has delegated procurement authority to the Procurement Director and the City Manager. Except as otherwise precluded by state and local law or the Purchasing Policy, the Procurement Department serves as the City's central procurement and contracting authority. The Procurement Director has full authority to delegate purchasing authority to any department or official of the City.

### **Agency Evidence of Compliance:**

- [5.1 EOC 1 Policy 402.01 Budget Period](#)
- [5.1 EOC 2 Policy 402.02 Budget Development](#)
- [5.1 EOC 3 Policy 402.03 Budget Administration](#)
- [5.1 EOC 4 Policy 402.04 Revenue Policies](#)
- [5.1 EOC 5 Policy 402.05 Fund Balance Policy](#)
- [5.1 EOC 6 Policy 402.06 Budget Amendment and Modifications](#)
- [5.1 EOC 7 Policy 403.01 Cash Handling Regulations](#)
- [5.1 EOC 8 Policy 403.06 Investment](#)
- [5.1 EOC 9 Policy 403.07 Debt Service Management](#)
- [5.1 EOC 10 City Charter, Part 1, ARTICLE V. The City Manager](#)
- [5.1 EOC 11 Ordinance 2011-155 Recreation Fund](#)
- [5.1 EOC 12 Resolution 20-288 Subsidy and Resource Allocation Policy](#)
- [5.1 EOC 13 Park Land Dedication and Development Trust Fund](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

[5.1 EOC 14 Tree Mitigation Fund](#)

[5.1 EOC 15 State of Texas, Local Government Code Chapter 252. Purchasing and Contracting Authority of Municipalities](#)

[5.1 EOC 16 City of Denton Code of Ordinances, Chapter 10, Article II Purchasing](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2010), 3rd Ed., Chapter 19 – Financial Management, pp. 500-515.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 16 - Financial Management, pp. 536-560.

The City's Policies and Procedures manual (section 402.04) outlines, in broad terms, the City's revenue policies relating to revenue goals, analysis, projections, and user fees. Additionally, the City of Denton Code of Ordinances Chapter 22 Article II, Sec 22-28 mandates that any "fee or charge shall be based on the costs of providing the event, service, equipment, or goods."

The Subsidy and Resource Allocation Policy (Resolution 20-288) establishes a revenue policy for fees, and charges based on a comprehensive cost recovery methodology. Each year, City Council approves an ordinance-based schedule of fees (Resolution 22-1970), and the Parks and Recreation Department director has the authority to "set, charge and collect fees for classes, trips, equipment, merchandise, police or supervisory services, and other programs, services, events and merchandise provided or offered by the department where no fee is established" (Code of Ordinance, Chapter 22, Article II, Sec 22-28.).

The Parks and Recreation Department manages special revenue funds that are City Council approved and exist for the receipt of revenues from sources that are expenditure-restricted. As stated above (see Standard 5.1) these special revenue funds include the Recreation Fund, Park Land Dedication and Development Funds, Parks Gas Well Fund, Tree Mitigation Fund, and McKenna Trust Fund.

The Recreation Fund was established in the 1982-83 fiscal year and amended in September 2011 (Ordinance 2011-155.) The fund's primary purpose is to give the City a method to fund Leisure Services programs that are self-supporting and difficult to estimate in the General Fund budget. Leisure Service Division programs supported by the Recreation Fund include but are not limited



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

to athletics, youth programs, childcare, recreation centers, and varied aquatic programs. User fees generate approximately \$2 million in annual revenue. Program and facility supervisors and coordinators use variance reports and trend analyses to propose annual updates and changes to program fees. The department is currently exploring consolidating the recreation fund into the City's general fund.

### **Agency Evidence of Compliance:**

[5.1.1 EOC 1 Policy 402.04 Revenue Policies](#)

[5.1.1 EOC 2 Code of Ordinances, Chapter 22 Article II Sec 22-28- Facility and program fees](#)

[5.1.1 EOC 3 Resolution 20-288 Subsidy and Resource Allocation Policy](#)

[5.1.1 EOC 4 Denton Subsidy and Resource Allocation Study](#)

[5.1.1 EOC 5 Ordinance 22-1970 Schedule of Fees 2022-2023](#)

[5.1.1 EOC 6 Ordinance 2011-155 Recreation Fund](#)

[5.1.1 EOC 7 Recreation Fund Funding Philosophy](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 16 - Financial Management, pp. 555-559.

The City of Denton Sponsorships and Donations Policy (Resolution 20-169) outlines procedures for the solicitation, administration, and acceptance of sponsorships and donations received by the City of Denton. According to the policy text, solicitations and donations “enhance the mission of the City and generate revenue to subsidize costs associated with programs, events, or assets...in accordance with the guidelines set forth by the City Council.” Authorized City staff can create, solicit, and distribute sponsorship and donation opportunities, receive and assess sponsorship and donation agreements, and accept and deposit funds in compliance with this policy. The City reserves the right to accept or reject a sponsorship or donation at any time.

**Agency Evidence of Compliance:**

[5.1.2 EOC 1 Resolution 20-169 Sponsorship and Donation Policy](#)

[5.1.2 EOC 2 Sponsorship and Donation Application](#)





## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 16 - Financial Management, pp. 551-553.

The City of Denton Grant Administration Policy 402.10 ensures contract compliance related to applying for and accepting funds from various grants and awards. The policy outlines application procedures and requirements, review process requirements, Grant Review Committee responsibilities and duties, grant administration requirements, reporting and reimbursement request requirements, document maintenance, and audit requirements.

The Parks and Recreation Department uses grants to fund park improvements, enhance program development, supplement existing revenue sources to maximize the reach of programs and services, acquire open space, and help defray design and construction costs for new capital projects and for the renovation of existing facilities.

The Parks and Recreation Department has also used grants funding for leisure services, park construction, and park asset replacement from grantors that include (among others) the Texas Department of Transportation, Federal Housing Administration, U.S. Department of Housing and Urban Development's Community Development Block Grant, and Denton Benefit League. At times, existing departmental funding will be used to match external grants to increase project scope or improve service deliverables.

#### **Agency Evidence of Compliance:**

[5.1.3 EOC 1 Policy 402.10 Grant Administration](#)

[5.1.3 EOC 2 Grant Procedures Flowchart](#)

[5.1.3 EOC 3 Five-Year Grant and Award History](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

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

**Standard:** Where feasible and appropriate, the agency shall solicit private, corporate, and nonprofit 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 12 - Contemporary Marketing, pp. 388-390; Chapter 15 – Partnerships, pp. 388-390; Chapter 16 - Financial Management, pp. 491-520.

Over the years, the Parks and Recreation Department has worked with the Denton Parks Foundation to identify and seek out potential sponsors and funding sources for parks initiatives. Established in 1987, The Denton Parks Foundation, a 501(c)(3) non-profit organization, supports Parks and Recreation Department projects and programs. While the two work closely, the Parks Foundation has no direct affiliation with the city and is managed by its own board of directors.

A few of the initiatives funded through donations to the Parks Foundation include:

- Providing scholarships for children to participate on athletic teams, swim lessons, and other parks and recreation activities
- Providing scholarships for children to attend summer day camps and after-school care
- Updating and maintaining amenities at city parks facilities
- Updating and maintaining amenities at Water Works Park and Civic Center Pool
- Providing support for the adapted recreation program

The funding relationship between the Denton Parks Foundation and the Parks and Recreation Department is governed by the City’s Sponsorships and Donations policy. Discussed in more detail above, this policy was enacted January 2019 and provides procedures and guidelines to ensure that grant funds are properly gathered, disbursed, accounted for, and audited. Grant agreements from the Denton Parks Foundation follow all guidelines set forth by the City Council regarding solicitation, acceptance, and administrations of sponsorships and donations.



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### Agency Evidence of Compliance:

[5.1.4 EOC 1 Sponsorship and Donation Policy](#)

[5.1.4 EOC 1 Sponsorship and Donation Application](#)

[5.1.4 EOC 3 Sponsorship and Donation History](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 5.2 – Fiscal Management Procedures<sup>2</sup>

**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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 16 - Financial Management, pp. 525-527

The City's Financial Planning Procedures Policy (see Policies and Procedures, Section 405.01) provides departments with a uniform, monthly reporting process and administrative expectations about program budgets and the fiscal management process. Department divisions and subdivisions use a consistent monthly reporting process to submit budget variances. The City also has several other financial policies such as a Fraud Directive and Debt Service Management.

The City's Finance Director, Parks and Recreation Director, and Parks and Recreation Department Business Administration Manager, oversee the department's financial activities. The Director and Business Manager are also the staff liaisons to the Purchasing, Finance, and City Auditor's Department. The Finance Department oversees the City's budget, Capital Improvement Programs, revenue management, expenditure control, and internal audit functions. The Park and Recreation Department's Business Manager administers the department's general fund and recreation funds, assists managers and supervisors in monitoring and analyzing program budgets and forecasts, and serves as the staff liaison to the Purchasing, Finance, and City Auditor's Department.

The Parks and Recreation Department's Business Manager and Director oversee the department's budget and fiscal management procedures that are additionally scrutinized by the City's Budget Manager and Finance Director. The Budget Instruction Manual outlines fiscal management procedures for the entire organization. Additionally, the Human Resources Department and the Finance Department provide training throughout the year instructing staff on the City's fiscal management procedures. These courses teach staff how to analyze expenditures, plan for future needs, justify requests, and identify funding sources for specific expenditures.

#### **Agency Evidence of Compliance:**

[5.2 EOC 1 Policy 405.01 Completion of Financial Planning Monthly Report](#)

[5.2 EOC 2 Parks and Recreation General Fund Monthly Budget Report](#)

[5.2 EOC 3 Parks and Recreation Recreation Fund Monthly Budget Report](#)

[5.2 EOC 4 Policy 509.01 Fraud Directive](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

[5.2 EOC 5 Policy 403.07 Debt Service Management](#)

[5.2 EOC 6 Parks Business Administration Manager Job Description](#)

[5.2 EOC 7 FY 22-23 Budget Instruction Manual](#)

[5.2 EOC 8 Parks Variance Report](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 16 - Financial Management, pp. 556.

The City Manager is the chief administrator and has the ultimate authority and responsibility for the fiscal management of the City. The City Manager delegates the authority for financial management of the Parks and Recreation Department to the Director of the Parks and Recreation. The Parks and Recreation Department's Business Manager is designated to provide primary assistance to the Director in fiscal management.

#### **Agency Evidence of Compliance:**

[5.2.1 EOC 1 City Organizational Chart](#)

[5.2.1 EOC 2 City Manager Job Description](#)

[5.2.1 EOC 3 Director of Parks and Recreation Job Description](#)

[5.2.1 EOC 4 Parks Business Manager Job Description](#)

[5.2.1 EOC 5 Budget Manager Job Description](#)

[5.2.1 EOC 6 Senior Financial Analyst Job Description](#)

[5.2.1 EOC 7 Chief Financial Officer Job Description](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 16 - Financial Management, pp. 560-562.

The Procurement Department is the centralized purchasing authority for the City of Denton. It is responsible for supporting all City departments in contracting for goods, services, professional services, and public works. In accordance with Denton City Code Section 10-26, the City Council has delegated procurement authority to the Procurement Department's Director (referred to as the "purchasing agent") and the City Manager. Except as otherwise precluded by state and local law or the Procurement Policy, the Procurement Department's Director serves as the central procurement and contracting authority of the City. The Procurement Department's Director has full authority to delegate procurement authority to designees or any department or official of the City.

The City's Procurement Policy and the Procurement Policy Manual serve as guides to staff who are engaged in procurement activity. The manual provides departments with critical information on each of the listed phases of the procurement process, which include "planning, sourcing, contracting, contract administration, and surplus disposition." Furthermore, the Procurement Policy Handbook explains that all procurement efforts are informed by the values of "accountability, ethics, impartiality, professionalism, service and transparency". Among the touchstones of professional procurement listed in the Policy Manual are the following:

- Ensuring compliance with local, state and federal laws applicable to procurement and contracting
- 
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## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

- Providing all suppliers, including Historically Under-utilized Businesses, equal access to the City's competitive processes for the acquisition of goods, services, professional services and public works
- Protecting the interests of City taxpayers by avoiding any undue influence, political pressures and protecting the integrity of the procurement process. (City of Denton Procurement Policy Manual, 2020)

The Policy Manual also endorses interlocal agreements and cooperative purchasing as ways to purchase various products and services. The City also includes term contracts for the procurement of multiple products and services in accordance with Texas Local Government Code 271.102 that allows staff to "piggyback" on other government entities' contracts that contain a cooperative contract provision. A list of all current contracts can be found on the Cities SharePoint page for staff to review.

The City delineates its policy for cash management within the City's Policies and Procedures Manual (see City of Denton, Policies and Procedures, Section 403.01, Cash Handling Regulations). The regulation of petty cash, in particular, is discussed in Part X of this document.

The City's Procurement Policy, as described in the Procurement Policy Manual, also includes provisions for using purchasing cards (P-cards) for "micro purchases" – goods and services with a value of under \$3000. Staff purchases using P-cards are additionally governed by the City's Procurement Card Manual, which emphasizes the use of P-cards in those instances when doing so results in "significant savings for the City or increases the efficiency and effectiveness of delivering a public service or is due to an unforeseen or urgent situation" (see Purchasing Card Manual, p. 1).

The Procurement Department's Director, in consultation with the City Attorney, is responsible for the interpretation of the Procurement Policy and any related questions. The City Manager has final authority to resolve any issues about the interpretation and application of the City's Procurement Policy.

### **Agency Evidence of Compliance:**

- [5.2.2 EOC 1 Procurement Policy](#)
- [5.2.2 EOC 2 Sole Source Justification Form](#)
- [5.2.2 EOC 3 Local Preference Purchasing Policy](#)
- [5.2.2 EOC 4 Cash Handling Regulations](#)
- [5.2.2 EOC 5 Purchasing Card \(PCARD\) Program Manual](#)





## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 16 - Financial Management, pp. 561.

The City's Procurement Policy (4.11) and Procurement Policy Manual (see pg. 26) establish procedures for obtaining goods, equipment, and services in a swift and efficient manner during a period of public emergency.

City staff or the Procurement Director make emergency procurements when a public calamity requires the immediate appropriation of money to address residents' emergency needs, preserve the property of the municipality, protect public health, welfare, or safety, and to replace or repair public machinery or property damaged due to emergency conditions.

To purchase goods or services during an emergency, the department Director must submit a "Declaration of an Emergency" form or other written documentation explaining the emergency context for the purchase. Emergency status acquisitions exceeding \$50,000 may still require ratification by City Council.

Emergency procurements are limited to goods, services, or public works necessary to satisfy the emergency need. Internal departmental procedures will ensure that the procurement is fair, honest, prudent, a wise exercise of discretion, and in the public interest. The purchasing manager must sign and maintain.

#### **Agency Evidence of Compliance:**

[5.2.2.1 EOC 1 Procurement Policy Manual](#)

[5.2.2.1 EOC 2 Declaration of Emergency](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 16 - Financial Management, pp. 562-565.

The City of Denton uses JD Edwards accounting software to perform accounting functions. JD Edwards performs all aspects of the City's financial applications, including housing and managing information related to budgets, expenditures, revenues, grants, purchasing, requisitions, purchase orders and encumbrances, capital assets, and payroll. JD Edwards allows staff to view financial information pertinent to their position from any properly equipped desktop computer. JD Edwards relegates access by permission level so that staff cannot access financial information that is not pertinent to their position and role.

Additionally, The Parks and Recreation Department uses CivicRec, a registration and software system to perform program and activity registration, facility reservations, point of sale transactions, and generate reports. CivicRec provides user guides through the employee portal. Designated staff are responsible for reconciling daily deposits processed for each location in the system. The finance department receives the deposit and CivicRec general ledger report and enters it into JD Edwards daily.

#### **Agency Evidence of Compliance:**

[5.3 EOC 1 JDE User Guide](#)

[5.3 EOC 2 CivicRec GL Report](#)

[5.3 EOC 3 CivicRec User Guide](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 16 - Financial Management, pp. 563-564.

The Denton Parks and Recreation Department currently has 22 Home Business Units (HBUs), which each receive their designated funding allotment upon adoption of the annual budget by the City Council. Managers access JD Edwards, the budget and accounting system, to monitor each cost center's revenue and expenditures on a continuous basis, and to prepare quarterly reports for the director's review. Managers also use the computerized registration system, Civic Rec, to monitor financial activities regarding program and rental fee income on both a monthly and quarterly basis.

Monthly expenditure and revenue reports for each HBU are generated by JD Edwards and provided to the Parks and Recreation Director, Business Manager, and supervisor of each HBU.

#### **Agency Evidence of Compliance:**

[5.3.1 EOC 1 Budget Report September 2022](#)

[5.3.1 EOC 2 Budget Report August 2022](#)

[5.3.1 EOC 3 Budget Report July 2022](#)

[5.3.1 EOC 4 Parks Variance Report](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 16 - Financial Management, pp. 564-565.

The budget development process establishes the number of full-time, benefitted part-time, and temporary/seasonal positions in the Parks and Recreation Department. Once the budget is approved by the City Council, all available positions are in a “position control report” through JD Edwards. This report shows all currently budgeted and approved positions. It also shows how many of those positions have vacancies. Seasonal/Part-time positions are shown as available full-time equivalents (FTEs) for a given position title within a home business unit (HBU). The Parks and Recreation position control shows the current budget year’s count. The Selection/Placement team in the Human Resources Department will prevent opening a job requisition if there is no available FTE in the business unit.

#### **Agency Evidence of Compliance:**

[5.3.2 EOC 1 General Fund Position Control Report](#)

[5.3.2 EOC 2 Rec Fund Position Control Report](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

*Informational reference in the Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 16 - Financial Management, pp. 564.*

The City of Denton Finance Department is responsible for communicating the City's fiscal policy, and operational financial plans through the publication of the Annual Program of Services, Capital Improvement Program, and Comprehensive Annual Financial Report (CAFR).

The chief finance officer maintains oversight authority over the budget, accounting, treasury, purchasing, grants, compliance, municipal court.

#### **Accounting**

The Accounting Division is responsible for processing prompt and accurate payments to vendors and employees. Accounts payable verifies that every vendor payment is appropriately authorized and supported by complete documentation. Check requisitions, travel advances and expense reports, wire transfers, 1099 forms, and retainage contracts are all processed through accounts payable. The Payroll section is responsible for the City's bi-weekly payroll, related employee payroll deductions, and all federal and state payroll tax returns.

#### **Budget**

The Budget Division prepares and monitors the City's Annual Program of Service. This involves working closely with the City Council, Mayor, and City Manager to determine budget priorities annually and guide department staff as they construct their budget requests according to Council



## **COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS**

priorities. The Budget Instruction Manual is published annually by the Budget department and contains in-depth guidance on budget formation for the City's departmental staff. The Budget Department provides analytical support for the Chief Financial Officer and the City's departments as they work toward finalizing a budget for consideration and approval by the City Council. This budget then becomes the Annual Program of Services offered by the City.

### **Treasury**

The Treasury Division performs cash and investment functions, management of long-term debt, and bank depository relationships.

The City of Denton's accounting and reporting policies conform to the generally accepted accounting principles (GAAP) of the Governmental Accounting Standards Board (GASB), which is the accepted standard-setting body for governmental accounting and financial reporting principles used by state and local governments.

The department's procedures for handling, documenting, reporting, and balancing cash received by the department are detailed in the City of Denton's Cash Handling Policy (Policy 403.01). It is the responsibility of the department's division managers to ensure that cash handling is in accordance with these procedures.

In each facility, there is a secured location, with restricted access, for all forms of cash (coin, currency, checks, and credit card transactions). Facility safes are bolted to the floor and are used to secure cash at the close of each day. Closing staff are responsible for reconciling cash received and submitting the proceeds and a daily general ledger (GL) summary report from CivicRec (the department's registration software) to the facility supervisor daily. Upon receipt, the facility supervisor or designated coordinator reviews the report and accompanying documentation to ensure the actual collections reported equal the total cash to be deposited. The facility supervisor then submits a comprehensive daily GL report to the City of Denton's finance department.

### **Purchasing**

The City of Denton's purchasing policy (as detailed in the Procurement Policy Manual, see 5.2.2.1 EOC 1) details the procedures for disbursement. Each division manager or department director must approve the disbursement of department funds in the form of an on-line endorsement of a purchase order transaction, a signed invoice, a check request, or other acceptable written documentation. Purchase orders requested by supervisors and managers are entered by the department's timekeeper through the JD Edwards software system and approved by the department director. Check requests and invoices are processed manually through the department and routed to the department's authorized approvers. Once the requests and invoices



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

are approved, they are processed by the department's timekeeper to the City's accounting department; then, the City distributes the funds.

The accounting department enters all relevant revenue and expense data into the JD Edwards system so that personnel have access to the current status of appropriations, expenditures, and revenue. Training is available for staff at the supervisory level and higher on navigating within JD Edwards to access budget, accounting, and purchasing information.

Each year, the City hires an independent accounting firm to conduct an audit of the City's basic financial statements. The specific standards and procedures of the annual audit are discussed in further detail below under CAPRA Standard 5.3.4. "Internal Audit."

### **Agency Evidence of Compliance:**

[5.3.3 EOC FY Ending Sept 30, 2021 Comprehensive Annual Financial Report](#)

[5.3.3 EOC 2 FY 22-23 Adopted Annual Program of Services](#)

[5.3.3 EOC 3 Quarterly Financial Report FY 21-22 Q 3](#)

[5.3.3 EOC 4 City Organizational Chart](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 5.3.4 – Independent Audit<sup>2</sup>

**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.

Informational reference in the *Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 16 - Financial Management, pp. 565-569.*

Each year, the City hires an independent accounting firm to conduct an audit of the City's basic financial statements. The purpose of the audit is to express an opinion as to whether the City's financial statements present fairly, in all material respects, the City's financial position. The annual audit report has four major components: 1) the Comprehensive Annual Financial Report (CAFR), 2) management letter (when appropriate), 3) single audit, and 4) auditor's communication to the audit committee. The CAFR considers and evaluates the entire financial position of the City for that specific fiscal year. The document includes the independent auditor's opinion of management's representations within the annual report. The auditors have provided the City a clean opinion (unmodified), which means that in the opinion of Weaver and Tidwell, LLP., the City's financial statements present fairly, in all material respects, the financial position of the City. A clean or unmodified opinion is the best opinion in an audit of financial statements. The audit specifically includes the following items:

- Audit of the City's CAFR in accordance with generally accepted auditing standards.
- Performance of a single audit, which is an audit of the City's expenditures of State and Federal grant awards.
- An evaluation of the City's internal control over financial reporting.

The auditor also evaluates the internal control structure of the City's financial systems and reporting practices to determine the nature, timing, and extent of audit procedures. The auditors do not perform an audit of internal controls but perform limited tests of internal controls to provide the factual basis for an informed opinion on the financial City's statements. Additionally, the auditors examine, on a test basis, evidence supporting amounts and disclosures in the combined financial statements. The City does not receive a management letter if there are





## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

no material weaknesses or recommendations for strengthening controls identified. The CAFR report is usually presented to the City Council the spring following the close of the fiscal year.

### **Agency Evidence of Compliance:**

[5.3.4 EOC 1 FY Ending Sept 30, 2021 Comprehensive Annual Financial Report](#)

[5.3.4 EOC 2 FY Ending Sept 30, 2021 Single Audit Report](#)

[5.3.4 EOC 3 FY Ending Sept 30, 2021 Audit Presentation](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 5.4 – Annual or Biennial Budget<sup>2</sup>

**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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 17 - Budgeting, pp. 577-626.

The City of Denton is committed to financial transparency. After the City Council adopts the budget and capital improvement program in September each year, the Adopted Annual Program of Services and Capital Improvement Program Book are published for the upcoming fiscal year, which begins October 1. The document is available to the public on the City of Denton website.

The Adopted Annual Program of Services provides the operating budgets, including estimated revenue and expenditures for all departments from October 1 through September 30. The Capital Improvement Program —Book (CIP) includes the City's five-year plan for infrastructure and equipment funding. The City reviews the CIP each year to reflect changing priorities and monitor the impact of capital projects on operating budgets and on project scheduling and coordination.

#### **Agency Evidence of Compliance:**

[5.4 EOC 1 FY 22-23 Adopted Annual Program of Services](#)

[5.4 EOC 2 FY 22-23 Capital Improvement Program Book](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 17 - Budgeting, pp. 600.

The City of Denton Finance Department publishes an annual “Budget Instruction Manual” which lays out the City’s established guidelines and procedures for budget preparation. The Budget Instruction Manual is released each March and includes instructions for preparing budget request documents and explains how departments should provide adequate justification for major continuing expenditures or for changes to specific expenditures.

The following text from the FY2022-23 Budget Instruction Manual illustrates the scope of the guidance the document provides:

“The FY 2022-23 Budget Instruction Manual has been developed to help you prepare your department’s/division’s budget. The instructions included in the manual cover questions regarding budgeting concepts and policies, budget forms and documents, rates to be used for FY 2022-23, and how to complete budget requests.”

In addition to the annual Budget Instruction Manual, the City of Denton Finance Department offers virtual budget work sessions to provide additional support and guidance throughout the budget preparation process

#### **Agency Evidence of Compliance:**

[5.4.1 EOC 1 FY 2022-23 Budget Instruction Manual](#)

[5.4.1 EOC 2 FY 2022-23 Operating Budget Kickoff](#)

[5.4.1 EOC 3 22-23 Entering Baseline Adjustments & Supplementals](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

*Informational reference in the Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 17 - Budgeting, pp. 593-602.*

Each year, from February through July, the Denton Parks and Recreation Department prepares next year's budget. The Parks and Recreation Department currently has 22 Home Business Units (HBUs). Each HBU is specific to a division or functional area of the department such as a particular recreation center. Additionally, each HBU is broken down further into operating families for specific types of general ledger categories such as personnel services or maintenance and equipment.

The budget is first prepared internally for each HBU by supervisors responsible for that division or functional area and then reviewed at the next departmental level, usually by a program area manager.

The Finance Department provides baseline budgets for the upcoming year. If a department requests additional funding beyond these baseline figures for a particular expenditure that increase must be justified with appropriate documentation. There are two types of justification documents:

1. Baseline Adjustments Request – These are typically small-dollar increases of around \$5,000 or less. These would be adjustments for things such as anticipated utilities overages.
2. Supplemental Requests – These are for larger dollar amounts and usually include items like, additional personnel, vehicles, equipment, capital improvement, and increased maintenance.



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

These preliminary budgets, baseline adjustments and supplemental requests are constructed by HBU supervisors in the budget software Questica. The documents are then scrutinized by the program area managers, business manager and assistant directors. Various edits are made to the values before the consolidated departmental budget request is submitted to the Parks and Recreation Department director for final review. The departmental budget requests are ranked and then presented to and vetted through other city staff involved in the budget process, including the Finance Department's director, assistant city managers, and the city manager. The budget process also involves working in close communication with the City Council to ensure that the budget document brought forward for their consideration aligns with Council expectations and priorities.

### **Agency Evidence of Compliance:**

[5.4.2 EOC 1 Baseline Adjustment Request](#)

[5.4.2 EOC 2 Baseline Adjustment Department Ranking](#)

[5.4.2 EOC 3 Supplemental Request](#)

[5.4.2 EOC 4 Supplemental Request Department Ranking](#)

[5.4.2 EOC 5 Baseline Budget Request](#)

[5.4.2 EOC 6 Baseline Adjustments and Supplemental Request Memo](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 16 - Financial Management, pp. 566.

The quarterly financial report provides fiscal accountability to all residents and includes information about the City’s financial position and reporting on the health of economic activity within the City. The report includes an executive dashboard, a financial summary, revenue report, overall economic analysis, and an investment report for the quarter. Quarterly financial reports are available for the public to view on the City of Denton website:

<https://www.cityofdenton.com/Archive.aspx?AMID=53>.

The Parks and Recreation Department meets monthly with the budget office to look over current expenditures and revenues to make sure the department has not exceeded its spending authority.

#### **Agency Evidence of Compliance:**

[5.5 EOC 1 Quarterly Financial Report for the period ending June 30, 2022](#)

[5.5 EOC 2 Parks and Recreation General Fund Monthly Budget Report](#)

[5.5 EOC 3 Parks and Recreation Fund Monthly Budget Report](#)

[5.5 EOC 4 Parks Variance Report](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 16 - Financial Management, pp. 561.

The Finance Department handles supplemental and emergency appropriations. The Finance Department's Director will determine if funding is available for a particular emergency expenditure. The City of Denton Procurement Policy Manual outlines emergency purchases.

Emergency appropriations protocols require that a "Declaration of an Emergency" form or other written documentation from the department director explaining and thoroughly describing the conditions that make the acquisition an "emergency" be forwarded to Procurement as soon as practicable within the context of the emergency. Declaration of Emergency forms are available on the City of Denton's intranet. The Procurement Division will then attach the signed copy of this document to the purchase order's file copy. Emergency status acquisitions exceeding \$50,000 may require ratification by City Council, and possibly by the Public Utility Board (PUB), depending on the funding source used. Ratification may occur post-acquisition given the severity of the emergency and the timing of the next available PUB or City Council scheduled meeting. Procurement should consult with Legal for expenditures over \$50,000.

#### **Fund Transfers**

The Finance Department approves budget appropriation transfers after submittal through Questica, a software program implemented in 2019.

#### **Mid-Year Budget Request**

Items that were not funded through the budget process may be requested as a mid-year budget request. Usually staff identify savings in other projects to fund the new request. Should the department need funding over the amount approved in the Annual Program of Service, the Finance department may request City Council to approve an amendment to the Annual Program of Service.



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### Agency Evidence of Compliance:

[5.5.1 EOC 1 Procurement Policy Manual](#)

[5.5.1 EOC 2 Declaration of Emergency Form](#)

[5.5.1 EOC 3 Mid-Year Budget Request](#)

[5.5.1 EOC 4 Annual Program of Service Amendment](#)





## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 5.5.2 – Inventory and Fixed Assets Controls

**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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 16 - Financial Management, pp. 562.

#### **Inventory Control of Fixed Assets**

The Finance Department manages the fixed asset system. The fixed asset system through JD Edwards manages internal control of the City's capital assets by providing for the uniform reporting of assets acquired, disposed of, or transferred by the City's organizations. The Budget Instruction Manual, page 97, outlines the procedures involved. The procedures and guidelines presented allow the City to safeguard its assets. The City is also in the process of implementing a new asset management and work order system.

#### **Agency Evidence of Compliance:**

[5.5.2 EOC 1 Parks and Recreation Tech Services Asset Inventory](#)

[5.5.2 EOC 2 Parks Asset List](#)

[5.5.2 EOC 3 Fixed Assets Policy and Procedures](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 6.1– 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 public 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).



## **COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS**

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, and policy manuals, 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.



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 6.1– Recreation Programming Plan

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

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

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

- a. Cover page with visible approval signature and date;
- b. Table of contents (electronically linked to the page where the section begins);
- c. Introduction (vision, mission, core program/organizational philosophy, conceptual foundations, community opportunities/participant involvement, commitment to community education for the leisure process (6.4), connection to strategic plan and master plan);
- d. Staff organizational chart
- e. Program Planning Model and Framework
  - i. Program and service determinants (6.1.1);
  - ii. Program goals (with broad outcomes/benefits) (10.3);
  - iii. Program and service statistics (10.5);
  - vi. Recreation and leisure trends analysis (10.5.1);
  - v. Community inventory (10.5.2)
  - vi. Fees and charges policy and schedules (5.1.1)
  - vii. Measurement, evaluation with data collection (10.3) (show how programs are developed, evaluated and improved; include how new programs are introduced and, when appropriate, programs are discontinued).



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

- f. Programs and Services Management Matrix (include agency's matrix for a sample facility, program, service and special event with the following categories):
  - i. Program types (self-directed [6.1.3], leader-directed [6.1.4], etc.);
  - ii. Genders, life stage/age groups (pre-school, teen, senior, family, etc.);
  - iii. Data/statistical collection (surveys, demographic reports, etc.);
  - iv. SMART (specific, measurable, relevant, achievable, time-bound) program objectives and evaluation (6.2\*);
  - v. Scope of program opportunities/classification formats (6.3) (special event, drop-in, etc.; equipment rental and checkout, etc.; leisure education open house, checklist, etc.; aquatics, after-school, arts, etc.);
  - vi. Outreach to diverse and underserved populations (6.31\*);
  - vii. Health and wellness promotion (6.4.1) (physical, emotional, social, etc.); and
  - viii. Program promotion
- g. Appendices
  - i. Agency Organization Charts
  - ii. Evaluation Forms
  - iv. Participant and Spectator Code of Conduct (6.5)

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 6 - Program and Services Management, pp. 125-127.

The Recreation Program Plan outlines program management objectives designed in collaboration with the Denton 2040 Plan, the department's Strategic Plan, marketing plan, and the Strategic Program Plan and Evaluation worksheets. The plan's primary purpose is to condition staff to be responsive to program determinants such as community need and input, surveys, program and community demographics, program statistics and local and industry trends, in the development of programs and services.

The Parks, Recreation, and Trail Master Plan provides guidance and policy direction clarifying the Parks and Recreation Department's role in the community. It includes policies, long-range goals, and initiatives that allow staff to serve the community's highest indicated priorities and be responsible stewards of public assets and funds. With flexibility in mind, the master plan provides the foundation that will help the department build appropriate systems, processes, and programs for the next coming decades.



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### Agency Evidence of Compliance:

[6.1 ECO 1 Recreation Program Plan](#)

[6.1 EOC 2 Denton Parks and Recreation and Trails System Master Plan](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 6.1.1 – Program and Service Determinants

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

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

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

Informational reference in the *Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 6 - Program and Services Management, pp. 127-128.*

The Parks and Recreation Strategic Program Plan and Program Determinant Evaluation Forms were recently developed to provide staff with a framework for program planning. Staff will use these forms to determine which recreation programs and services should be offered to best serve the community. The Strategic Program Planning Form is completed prior to beginning a program to determine approval or denial of the program. If approved, the Program Determinant Evaluation Form is completed annually to determine whether the program will continue as is, if changes to the program are required, if the program is to be phased out over time, or when appropriate, discontinued immediately. The Strategic Program Plan and Program Determinant Evaluation Forms require staff to consider the following six NRPA recommended program and service determinants when developing and evaluating programs:

- 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
- Community opportunities

The Recreation Programs and Service Delivery Matrix outlines the scope and objectives of each



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

program to provide a comprehensive list of current and planned offerings to ensure a mix of quality programs and services to support Denton's diverse community.

Many of our programs are offered through agreements with local individuals wishing to share their talents with the community. The Independent Contractor Guide was created to explain the process of becoming an Independent Contractor with the Denton Parks and Recreation Department. It is also designed to serve as a resource for current Independent Contractors on the City's expectations for its instructors.

### **Agency Evidence of Compliance:**

[6.1.1 EOC 1 Strategic Program Plan and Evaluation Form](#)

[6.1.1 EOC 2 Recreation Programs and Service Delivery Matrix](#)

[6.1.1 EOC 3 Independent Contractor Guide](#)





## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

*Informational reference in the Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 6 - Program and Services Management, pp. 130-133.*

The Parks and Recreation Department obtains and uses participant input in several ways including, but not limited to, surveys, public meetings, and public outreach forms. Through Discuss Denton, our internet-based portal, residents can receive project updates, ask questions about specific projects, and provide more general feedback. The input received from program participants, specifically, is used to guide the creation of new policy and improve program planning. Additionally, the Department relies on some participants to help conduct programs and provide sponsorships for existing program offerings. The Parks and Recreation Department welcomes participation from all members of the local community to ensure that parks and recreational offerings in Denton speak to the needs of all residents.

#### *Recommending Policy*

The department solicits resident and participant feedback as part of the master planning process for proposed improvements or park developments. The department holds numerous public input meetings to discuss the current and future park projects and needs. Additionally, the Parks Department actively engages in a direct conversation with concerned residents through the Discuss Denton website. The Parks, Recreation and Beautification Board also welcomes residents to provide feedback on policies, services, or park development issues. This advisory council votes on recommendations with feedback from the community and offers their recommendations to Council regarding new policies, programs, and park amenities.

In a more general sense policy creation is informed by participant input in the survey instruments the Parks and Recreation Department uses to track participant satisfaction after a given event or program. Survey data, broadly speaking, has also informed the strategic direction the Department and proved an important source of information in the drafting of the Parks, Recreation, and Trails



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

Master Plan.

### *Planning Activities*

Survey data is also used more directly in helping Parks and Recreation staff to craft and plan future activities. Customers receive an emailed survey after every program they attend. The survey asks directly for future program ideas. Participants can also provide input about future programming during the Senior Advisory Council monthly meetings where suggestions are solicited for new senior programs or trips, and through the contact information on the Department’s website (dentonparks.com) that directly links participants to City Parks and Recreation Staff. Discuss Denton also provides a space for residents and participants to ask questions about planned and current projects, and to provide input to the Department more generally.

### *Conducting Activities*

Independent contractors and volunteers teach many of the programs offered by the department. People interested in teaching a class are given the independent contractor guide and asked to fill out the program proposal form. Additionally, staff reach out to organizations and volunteer groups such as the Texas Agrilife Extension, Master Gardeners and Master Naturalists to help facilitate programs offered by the department such as the Junior Master Gardener and Master Naturalist Camps, Dementia Friendly Nature Walks, and more.

### *Sponsoring activities*

The department offers numerous opportunities for the community to sponsor programs and special events. Sponsors help keep program fees lower for the community. Sponsored programs include Breakfast with the Easter Bunny, Breakfast with the Grinch, Halloween Harvest, Liberty Run, Keep Denton Beautiful special events, and the MLK Jr. Day program and dinner.

### **Agency Evidence of Compliance:**

[6.1.2 EOC 1 Notice of Public Meeting for Subsidy and Resource Allocation Study](#)

[6.1.2 EOC 2 Bowling Green Public Meeting and Survey Results](#)

[6.1.2 EOC 3 Discuss Denton Online Portal](#)

[6.1.2 EOC 4 Parks, Recreation, and Beautification Board Minutes](#)

[6.1.2 EOC 5 Public Outreach Summary Form- Briercliff Park Master Plan](#)

[6.1.2 EOC 6 Senior Advisory Council Minutes](#)

[6.1.2 EOC 7 Program Survey Results 21-22](#)

[6.1.2 EOC 8 Independent Contractor Guide](#)

[6.1.2 EOC 9 City of Denton – Become a Volunteer](#)

[6.1.2 EOC 10 Liberty Run Sponsorship Request Letter](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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, roadways in scenic areas, bridle trails, self-guiding nature trails, and open playgrounds.

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

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 6 - Program and Services Management, pp. 133.

The Parks and Recreation Department maintains 32 parks, 27 playgrounds, two dog parks, one skate park, one splash park, a mountain bike trail, over 72 miles of trails, and more than 40 athletic fields available for drop-in use or rental. The City of Denton Park and Trail Map provides locations of trails, parks, facilities, schools, and other points of interest for people to enjoy self-directed recreational opportunities.

The department also hosts several special events throughout the year that are mostly self-directed, including Movies in the Park, an Easter Egg Hunt, and the Fourth of July Jubilee.

The PLAY! Guide shows several self-directed opportunities. The location and hours of these opportunities are also searchable on the department's website and online catalog. The recreation programs and service delivery matrix list self-directed programs and services.

#### **Agency Evidence of Compliance:**

[6.1.3 EOC 1 Park and Trail Map](#)

[6.1.3 EOC 2 Denton Parks and Trails webpage](#)

[6.1.3 EOC 3 Denton Parks and Rec PLAY Guide WinterSpring 2022-2023](#)

[6.1.3 EOC 4 Recreation Programs and Service Delivery Matrix](#)

[6.1.3 EOC 5 YouTube: Outdoor Activities](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 6 - Program and Services Management, pp. 134

The Parks and Recreation Department provides numerous leader-directed classes, programs, and recreational activities. These include, but are not limited to, adapted recreation, arts and crafts, aquatics, camps, certifications and trainings, dance and tumbling, fitness and wellness, outdoor recreation, sports instruction, STEM-related instruction, trips, and sports for youth, adults, and seniors.

Employees and contract instructors facilitate these programs. The department’s PLAY! Guide provides specific information regarding leader-directed programs and services. The recreation programs and service delivery matrix lists leader-directed programs and services.

#### **Agency Evidence of Compliance:**

[6.1.4 EOC 1 Denton Parks and Rec PLAY Guide WinterSpring 2022-2023](#)

[6.1.4 EOC 2 Recreation Programs and Service Delivery Matrix](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 6 - Program and Services Management, pp. 134-135.

The Parks and Recreation Department strives to meet the various recreational needs within the community by coordinating with many community groups that make use of the department's facilities and amenities. By facilitating and encouraging the use of Parks resources by external community groups, the Parks Department and staff helps provide a broader spectrum of activities to Denton residents. Staff work to ensure that outside organizations' use of parks facilities helps to supplement the offerings that PARD already provides. Specific facilitated programs and services include, but are not limited to:

- Denton Soccer Association and Denton Boys Baseball – These are independent, local youth sports organizations that receive priority field/facility rentals. They rely heavily on the Parks and Recreation Department for the success of their programs.
- Park, field, pavilion and tennis court rentals
- Race event organizers – Mustache Dash, Denton Dash for Public Schools, and numerous other races hosted on park property.
- Special events – Arts & Jazz Festival, Blues Festival, Juneteenth, and numerous other special events hosted in Denton parks.
- Use of recreation centers for various groups such as the North Texas Air Modelers club, Writing club, and Running club
- Denton Sports and Physical Therapy – Uses aquatics facilities to provide year-round aquatic therapy
- Twilight Tunes



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### Agency Evidence of Compliance:

[6.1.5 EOC 1 Sport Utilization Agreement](#)

[6.1.5 EOC 2 Special Event Permit Application Webpage](#)

[6.1.5 EOC 3 Special Event Permit Master Application](#)

[6.1.5 EOC 4 Policy 500.06 Use of City Facilities and Meeting Rooms](#)

[6.1.5 EOC 5 Tejas Storytelling Festival Co-Sponsorship Approval](#)

[6.1.5 EOC 6 Denton Festival Foundation Co-Sponsorship Approval](#)

[6.1.5 EOC 7 Denton Physical Therapy Facility Use Agreement](#)



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### 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.

Informational reference in the *Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 6 - Program and Services Management, pp. 135.*

The Parks and Recreation Department has entered into numerous cooperative partnerships to provide more recreational and enrichment opportunities for its constituents. Some examples of the cooperative programming provided by the department and affiliated organizations are local youth sports associations, Texas Parks and Wildlife, Texas Agrilife Extension, Osher Lifelong Learning Institute (OLLI) at UNT, Denton ISD Adult Education, and numerous downtown partners including the Denton Mainstreet Association.

#### **Agency Evidence of Compliance:**

- [6.1.6 EOC 1 Facility Utilization Youth Sports DCYFL](#)
- [6.1.6 EOC 2 Facility Utilization Youth Sports DBBI](#)
- [6.1.6 EOC 3 Facility Utilization Youth Sports DSA](#)
- [6.1.6 EOC 4 Joint Use Agreement With DISD](#)
- [6.1.6 EOC 5 Texas A&M Agrilife Extension Service Camp Contract](#)
- [6.1.6 EOC 6 Osher Lifelong Learning Institute \(OLLI\) at UNT MOU](#)
- [6.1.6 EOC 7 DISD Adult Ed GED & ESL Classes MOU](#)
- [6.1.6 EOC 8 Downtown Partners Agenda 2 16 22](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

*Informational reference in the Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 6 - Program and Services Management, pp. 135-140.*

The Recreation Program Plan and Service Delivery Matrix spreadsheet outlines the objectives of more than 230 programs and services provided by the Parks and Recreation Department. The Parks and Recreation Department also publishes the PLAY guide three times a year. This publication provides program descriptions, participant age limits, pricing information, and the location of each program or service.

Contract instructors for individual programs submit specific written objectives during each program guide period. Development begins with the assistance of staff at all levels to ensure consistent quality of programs and services. Participants receive an emailed survey at the end of a program asking them to assess the objectives of the program and whether objectives were properly met.

#### **Agency Evidence of Compliance:**

[6.2 EOC 1 Recreation Programs and Service Delivery Matrix](#)

[6.2 EOC 2 Denton Parks and Rec PLAY Guide WinterSpring 2022-2023](#)

[6.2 EOC 3 Independent Contractor Guide](#)

[6.2 EOC 4 Program Survey Results 21-22](#)





## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 6 - Program and Services Management, pp. 140.

The Parks and Recreation Department's mission statement defines a commitment "to unite and grow lives by preserving parks and encouraging play." The Parks and Recreation Department fulfills this mission by providing a wide offering of programs. The Parks and Recreation Department makes every effort to provide impactful and comprehensive programs that meets the needs of Denton's diverse community. The Parks and Recreation Department provides programs for all proficiency levels, socioeconomic levels, racial and ethnic backgrounds, ages, and genders. The department does not track user socioeconomic levels or ethnic backgrounds; however, there are program scholarship applications that ask for that information. Provided below is a matrix of all programs offered by the Parks and Recreation Department, grouped into categories and listed individually.

#### **Agency Evidence of Compliance:**

[6.3 EOC 2 Parks and Recreation Partial Scholarship Policy](#)

[6.3 EOC 3 Parks and Recreation Free Camp Scholarship Policy](#)

[6.3 EOC 4 Denton Parks and Rec PLAY Guide WinterSpring 2022-2023](#)

[6.3 EOC 5 Denton Senior Recreation Magazine 2023](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 6.3.1 – Outreach to Diverse Underserved Populations

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

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

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 6 - Program and Services Management, pp. 140.

The Parks and Recreation Department offers recreational and leisure opportunities to support a healthy, active lifestyle for all community members. Opportunities include adaptive programs, fitness classes, day trips, and organized recreational classes. There are options for community members of all ages, backgrounds, and social-economic statuses in our programs and services.

Additionally, the Parks and Recreation Department encourages access by offering multiple scholarship level. All scholarships are income-based. Scholarship information is shared with school counselors, past participants, and posted on the department's website. Scholarships offered include:

- Partial scholarships - Provided by Denton Parks Foundation, qualifying individuals receive 50 percent off the registration price of any program, up to \$150.
- Full Senior Fitness scholarship- Provided by the Denton Parks Foundation, qualifying seniors 50+ may receive a scholarship up to \$150 to cover the full cost of an annual gym membership or contribute to the overall cost of an annual group exercise membership.
- Free Summer Camp Scholarship- Funded by a community development block grant, this scholarship provides 56 full-scholarships for recipients to apply towards up to 10 weeks of full-day summer day camp care.

The department also offers a free summer food program at four locations in conjunction with the



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nonprofit S. Tracy Howard (STH) Project. Anyone under the age of 18 can receive meals from the program. Two recreation centers offer an afterschool free dinner program during the school year. Parents can find out about the food program from the yard signs at the serving locations, through department email blasts and social media posts, and on the Department of Agriculture's summer food website.

The department partners with the local nonprofit, Our Daily Bread, to offer rec passes to the homeless community in Denton. Additionally, the department has set-up 24-hour emergency shelters on three different occasions in March of 2021 and February of 2022 to serve the community during prolonged power outages and extreme weather conditions. The City of Denton recently (December 2022) opened a full-service homeless shelter that will take over emergency shelter operations and offer homeless residents wraparound services that intend to serve as a bridge to permanent housing.

The department continues to grow the adapted recreation program to provide various recreational opportunities for people with special needs. While all programs are open to anyone, there are also many classes, dances, and events designed specifically for people with special needs. The PLAY! guide, regional magazines, and social media provide information about this programming to the general public. The department is currently undergoing a rebranding of the adaptive program, titling it "Adaptive and Inclusive Recreation" (AIR). The Parks and Recreation Department Inclusion Statement, Adapted Recreation Guidelines, and accommodations request form were developed in December 2022. Additionally, adaptive equipment such as the GRIT Freedom Chair and Overcomer have been purchased so that individuals with mobility issues can enjoy outdoor activities such as hiking and kayaking.

The City of Denton has many active programs that revolve around the ethnic and cultural history of Denton. These events include, among others, a cultural series hosted by MLK Jr. Rec Center focusing activities around national months such as Black History, Women's History, Hispanic Heritage, and Asian/Pacific Islander American Heritage, and Native American Heritage. Other multicultural events and programs include MLK Jr. Day, Juneteenth, Dia De Los Muertos, and various public art projects recognizing the different cultures and influential figures in Denton.

Underserved communities are identified in the Marketing Plan on page 51 using GIS data, the CARES Engagement Network, and through the Denton County, United Way Needs Assessment Survey.



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### Agency Evidence of Compliance:

[6.3.1 EOC 1 Parks and Rec Free Camp Scholarship Policy Eng-Span](#)

[6.3.1 EOC 2 Scholarship Demographics](#)

[6.3.1 EOC 3 Ordinance 22-600 Summer Food Contract](#)

[6.3.1 EOC 4 Adapted Recreation Programs](#)

[6.3.1 EOC 5 DPARD Inclusion Statement & Accommodations Request Form](#)

[6.3.1 EOC 6 Cultural Series Flier](#)

[6.3.1 EOC 7 You Tube Video- Foundations of Our History Mural](#)

[6.3.1 EOC 8 Marketing and Public Communications Plan](#)

[6.3.1 EOC 9 United Way of Denton County 2022 Needs Assessment](#)

[6.3.1 EOC 10 Quakertown Memorialization Public Meeting, MLK Rec Center \(Dec 8, 2022\)](#)



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### 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.

*Informational reference in the Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 6 - Program and Services Management, pp. 140-144.*

The Parks and Recreation Department educates and promotes the benefits of leisure recreation, health and fitness, and wellness programs seasonally and through various platforms. The benefits of a healthy lifestyle that includes leisure recreation as a means to reach health outcomes is communicated to program participants by program contractors, instructors, and Parks and Recreation staff. The marketing and communications employees promote programs to various audiences, both online and offline to maximize the delivery of programs and services to all generational demographics.

#### *PLAY Guide and Senior Recreation Magazine*

The PLAY Guide advertises all programs, events, and services, offered by the Parks and Recreation Department. The guide combines registration summaries with statistics, articles, instructor spotlights, and user testimonials highlighting the benefits of the programs being offered.

The Denton Senior Recreation magazine similarly promotes programs to residents who are 50+ years old. The magazine promotes annual services, trips, programs, and events for this age group and includes various articles describing the health and wellness benefits of programs offered by Parks and Recreation. Both publications are available online year-round.

#### *Health Fairs, Launch Weeks, Open House Events, and More*

Staff host a variety of events annually that invite residents to experience health, fitness, and wellness programs free for a limited time. These events serve to promote and educate the public and city employees about the services offered by the Parks and Recreation Department.



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Additionally, contractors and other local health professionals participate in annual open house events to provide hands-on experiences and demonstrations. Wellness seminars and presentations also serve to educate the public and improve the overall community health. These efforts, combined with the services and programming offered by the Parks and Recreation Department, help bring the physical, social, psychological, and economic benefits of wellness and outdoor recreation to as wide an audience as possible. By foregrounding the benefits of outdoor recreation and an active lifestyle Denton Parks and Recreation encourages a better quality of life for residents and helps reduce the impact and prevalence of chronic illnesses that occur because of inadequate fitness.

### *User-Generated Testimonies*

The Parks Department uses social media outlets such as Facebook, Instagram, and YouTube and encourages user-generated content on these platforms. Parks staff encourages and creates content emphasizing the benefits and value of Parks and Recreation programming through participant testimonies and experiences. Unite, Grow, PLAY branded user testimonial videos are created in-house through the City's video production department. These videos are a micro-series set of short stories designed for social media, and they feature members or park users and how they've benefited from parks and recreation. These videos are sometimes linked throughout our digital PLAY Guide.

Our hashtag campaigns encourage residents to share photos of themselves participating in our programs and events by posting to their social media platforms using #dentonplays or seasonal hashtags such as #tistheseasonstoplay.

### **Agency Evidence of Compliance:**

[6.4 EOC 1 Denton Parks and Rec PLAY Guide WinterSpring 2022-2023](#)

[6.4 EOC 2 Denton Senior Recreation Magazine 2023](#)

[6.4 EOC 3 National Senior Center Month 2022 Campaign Tool Kit & Performance Report](#)

[6.4 EOC 4 Senior Center Open House 2022 Play Guide AD & Performance Report](#)

[6.4 EOC 5 YouTube Testimonials and Metrics](#)

[6.4 EOC 6 Denton Parks Blogs & Performance Report](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 6 - Program and Services Management, pp. 144.

The Parks and Recreation Department offers numerous educational programs to promote community health and wellness. Some of the physical activity programs offered include Silver Sneakers, a nationwide senior fitness program; personal training; fitness room orientations; fitness assessments; and Matter of Balance, a program designed to help seniors overcome concerns about balance and the risk of falls. Programming aimed at nutrition and health education include seminars on living with diabetes, being active, mental health awareness, Medicare 101, benefits counseling, and monthly blood pressure and blood sugar checks in partnership with the Denton Fire Department. The Department also frequently hosts support groups (cancer, Alzheimer's, Hodgkins, etc.) and health fairs. All programs are listed in the semi-annual PLAY! Guide.

#### Agency Evidence of Compliance:

[6.4.1 EOC 1 Denton Parks and Rec PLAY Guide WinterSpring 2022-2023](#)

[6.4.1 EOC 2 Denton Senior Recreation Magazine 2023](#)

[6.4.1 EOC 3 Online Registration Catalog – Health & Wellness](#)

[6.4.1 EOC 4 SPAN Congregate Meals and MOW Agreement 22-2069](#)

[6.4.1 EOC 5 Silver Sneakers Agreement and 2022 Amendment](#)

[6.4.1 EOC 6 YouTube: Senior Center Month: Healthy Aging](#)

[6.4.1 EOC 7 YouTube Getting Fit in Denton](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 6.5 – Code of Conduct

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

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

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 6 - Program and Services Management, pp. 147; Chapter 14 - Human Resources Management, pp. 473-474.

The City of Denton has developed code of conduct guidelines for participants and spectators at all programs and events. The Marketing & Communications Department, through Parks and Recreation staff liaisons, distributes this information through formal and informal means of communication. Each of the recreation centers has the rules of conduct posted in multiple locations. At the time of registration, participants must acknowledge the Denton Parks and Recreation Code of Conduct which includes the City’s Anti-Bullying and Anti-Harassment Policy and Computer, Internet, and WI-FI Policy. Participants, spectators, and coaches are reminded of the code of conduct at all programs and events.

#### **Agency Evidence of Compliance:**

[6.5 EOC 1 PARD Rules of Conduct](#)

[6.5 EOC 2 Policy 510.01 Anti-Bullying & Anti-Harassment](#)

[6.5 EOC 3 Computer, Internet, and WI-FI Policy](#)

[6.5 EOC 4 Adult Flag Football- Code of Conduct](#)

[6.5 EOC 5 Outdoor Soccer Code of Conduct](#)





## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 6.5.1 – Concussion Protocol

**Standard:** The agency shall have an established policy and procedures for potential concussion injury in any agency program or any authorized third-party program that use the agency’s facilities.

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

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 16 - Financial Management, pp. 536-560.

It is policy of the Denton Parks and Recreation Department to educate coaches, referees, volunteers, contractors, staff, parents, and participants of the signs, symptoms or behaviors consistent with sports induced concussions, with the intent to reduce the potentially serious health risks associated with sports related concussions and head injuries. Participants suspected of a concussion or head injury, are required to be removed immediately from the activity, must seek medical attention, and then follow the proper procedure for return to play. The principle that guides the Parks and Recreation Department regarding sports injuries and concussion injuries is: “When in doubt, sit them out!”

#### **Agency Evidence of Compliance:**

[6.5.1 EOC 1 – Parks and Recreation Concussion Policy](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 5 - Planning for Strategic Management, pp. 116-117; Chapter 8 - Physical Resource Planning, pp. 194-212



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

*Informational reference in the Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 8 - Physical Resource Planning, pp. 187-192.*

The Denton Parks and Recreation Department has a package of policies and approaches that, taken together, represent the Department’s land acquisition strategy. Driving the City’s land acquisition is the Parks, Recreation, and Trails Master Plan, with its focus on building a cohesive and connected network of parks and trails within Denton. Furthermore, the City of Denton has approved Resolution 19-379 which commits the city to improving park access by using the Trust for Public Land’s 10-Minute Walk metric as a guiding instrument in tracking resident’s park access.

The following details the Department’s land acquisition strategies and evaluation tools as they relate to the Master Plan and the Department’s overall strategic context.

#### *The Parks, Recreation, and Trails Master Plan*

The Parks, Recreation and Trails Master Plan uses guidelines established by the National Recreation and Park Association (NRPA), Texas Parks & Wildlife Department (TPWD), and subject matter experts to help identify the level of need for land acquisition. The plan examines the current level of service and the potential future levels of service (driven largely by population growth estimates) to identify goals relative to NRPA median standards. The desired level of service considered alongside NRPA’s median standards, helps to frame land acquisition recommendations.

#### *Denton Parks and Recreation Strategic Plan*

The Parks and Recreation Department adopted the Trust for Public Land (TPL) “10-Minute Walk to a Park Campaign” as a useful metric for improving access to parks and green space. The City committed to improving the number of residents who live within ten minutes of a park when it passed Resolution 19-379. The TPL toolkit for planning and GIS applications helps Department



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

staff to evaluate and assess parkland development plans and progress toward improving the 10 minute-walk metric.

### Parks and Recreation Property Evaluation Analysis

The Parks and Recreation Property Evaluation Analysis is an evaluation tool designed specifically for Denton that scores and ranks prospective land acquisitions based on accessibility, connectivity, and degree of overhead tree canopy. Based on this analysis, Department staff prioritize prospective locations for acquisition and make contact with property owners in coordination with the City of Denton’s Real Estate Department.

### Ordinances & Codes

The following City ordinances and local government codes further govern the acquisition of land for parks, recreation, conservation, and historical-cultural purposes:

[Texas Local Government Code, Title 10, Chapter 331](#) – Municipal and County Authority to Acquire and Maintain Parks, Museums, and Historic Sites.

[Texas Local Government Code, Title 8, Chapter 273](#) – Acquisition of Property for Public Purposes by Municipalities, Counties, and other Local Governments.

[City of Denton Parkland Dedication and Development Handbook, Ordinance 22-254](#) –Park land dedication ordinances are adopted by municipalities as a means to acquire land and funding for parks in newly developed areas of a community. The intent of a parkland ordinance is to ensure that as new residential development occurs, the impact new residents have on the operations and maintenance of the City’s existing park system is fiscally captured and that levels of service are maintained. All land acquisition is approved by the Parks, Recreation, and Beautification Board and the Denton City Council.

### City of Denton Bond Packages

Bond packages in 2014 (<https://www.cityofdenton.com/536/2014-Bond-Program>) and 2019 (<https://www.cityofdenton.com/537/2019-Bond-Program>) included approximately \$1 million and \$5 million respectively for parkland acquisition. Criteria for park acquisition includes park size, location, condition, and urban tree canopy.

### **Agency Evidence of Compliance:**

[7.1 EOC 1 Chapter 4 - Parks, Recreation, and Trails System Master Plan](#)  
[7.1 EOC 2 Resolution 19-379 10-Minute Walk](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

[7.1 EOC 3 Parkland Scoring Tabulation](#)

[7.1 EOC 4 Parkland Criteria Worksheet](#)

[7.1 EOC 5 Parkland Selection Presentation \(1-28-22\)](#)

[7.1 EOC 6 Land Prioritization Memo & PPT \(8-26-22\)](#)

[7.1 EOC 7 City of Denton Park Dedication and Development Handbook, Ordinance 22-254](#)

[7.1 EOC 8 2014 Bond Booklet](#)

[7.1 EOC 9 Ordinance 2014-396 Canvassing 2014 Bond Election](#)

[7.1 EOC 10 Ordinance 19-2709 Canvassing 2019 Bond Election](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 8 - Physical Resource Planning, pp. 220-221.

The 2022 Parks, Recreation, and Trail System Master Plan defines and establishes guidelines and design standards that include park types and amenities, mobility features, indoor and outdoor facilities, landscaping, wayfinding, technology, and utilities. The master plan and appendix will be used internally by the department and externally by developers during the construction of parks and facilities. The Parks, Recreation, and Trails Master Plan is updated every five years and completely revised every ten years.

The recently updated Master Plan provides a coordinated approach to land use, transportation, community facilities, and natural resources that aligns with other plans and strategies published by the City, including the Denton Plan 2040, Denton Bike Plan, Denton 2022 Mobility Plan, and Denton Development Code.

#### **Agency Evidence of Compliance:**

[7.2 EOC 1 2022 Parks and Recreation, Trail System Master Plan](#)

[7.2 EOC 2 Design Guidelines and Standards](#)

[7.2 EOC 3 Denton Plan 2040](#)

[7.2 EOC 4 Denton Bike Plan](#)

[7.2 EOC 5 Denton Development Code](#)

[7.2 EOC 6 2022 Mobility Plan](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 8 - Physical Resource Planning, pp. 211-212.

The Facilities Management Department oversees the maintenance of recreational facilities and is additionally responsible for ADA compliance at City facilities. All City facilities have undergone an accessibility assessment conducted as part of the City’s overall ADA Transition Plan. The City has developed an internal transition plan based on findings reported by our ADA consultants, Kimley-Horn and Associates Inc., which highlight areas of non-compliance, estimate costs for project completion, and rank projects by priority. The Parks and Recreation Department has established a three-year ADA implementation plan that will kick-off during the 2022-2023 Fiscal Year. Department staff estimates that implementation of the entire transition plan should take between fifteen years, in total, depending on the prioritizing and the availability of funding.

#### **Agency Evidence of Compliance:**

- [7.2.1 EOC 1 Denton ADA Transition Plan](#)
- [7.2.1 EOC 2 Denton ADA Transition Plan Appendix](#)
- [7.2.1 EOC 3 System-Wide Recreation Building Reports](#)
- [7.2.1 EOC 4 System-Wide Parks Reports](#)
- [7.2.1 EOC 5 System-Wide Trail Reports](#)
- [7.2.1 EOC 6 System-Wide Unpaved Trail Reports](#)
- [7.2.1 EOC 7 Parks ADA Three-Year Action Plan](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 8 - Physical Resource Planning, pp. 193-194.

The Parks and Recreation Department protects against land and facility encroachment by enforcing state and local laws that shield the taking of public lands. Furthermore, new development in the City requires the dedication of park property or payment of fee in-lieu-of parkland as well as additional park development fees as part of the permitting process. The dedication process is formally conducted through a Development Agreement that is approved by the Parks, Recreation, and Beautification Board and, ultimately, by the City Council. The City also has an established process for assessing easement requests from development that may impact park property.

#### **Agency Evidence of Compliance:**

[7.3 EOC 1 Parks and Wildlife Code Chapter 26. Protection of Public Parks and Recreational Lands](#)

[7.3 EOC 2 Code of Ordinances Chapter 22 Article III Park Dedication Ordinance](#)

[7.3 EOC 3 Development Agreement Template](#)

[7.3 EOC 4 Development Agreement Procedures Checklist](#)

[7.3 EOC 5 Park Easement Request Procedures Application](#)

[7.3 EOC 6 Easement Encroachment Agreement Application and Checklist](#)





## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 8 - Physical Resource Planning, pp. 192-193.*

The State of Texas statutes govern the disposal of parks and recreation lands. The Texas Parks and Wildlife Code Chapters 13 (see specifically, Section 13.009) and 26 describe parks and recreational lands and the sale or exchange of public land. The latter chapter lists the very specific conditions under which former parkland can be sold, the public notices and hearings required before such a sale, and the particular care that must be made to protect wildlife and historic sites as a consequence such a sale.

The Texas Local Government Code Chapter 253 outlines the various classes of land that a municipality is legally allowed to sell. The conveyance of land that was formerly held as a public square or park “may not be sold unless the issue of the sale is submitted to the qualified voters of the municipality at an election and is approved by a majority of votes received at the election” (Sec. 253.001.b). There are certain specific cases in which an election does not need to be held in order to convey land which are enumerated in section 253.001.e - through section 253.001.j. of the Texas Local Government Code.

Texas Local Government Code Chapter 272 relates to the sale or lease of land by a municipality, county, or other local government. This section specifically enumerates notice and bidding requirements and generally establishes a fair market value floor for the sale price of any land formerly belonging to a municipality (see 272.001.b). Chapter 272 also enumerates those very special cases, such as when property is conveyed to an institute of higher education, where fair market standards need not maintain (see 272.0001.j).

Chapter II, Article IV of the City of Denton Code of Ordinances emphasizes that the “sale, conveyance, granting, or abandonment of city real property interests shall be authorized by city council and be in accordance with state law” (City of Denton Code of Ordinances, Chapter II, Article IV).



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### Agency Evidence of Compliance:

[7.4 EOC 1 Texas Parks & Wildlife Code, Title 2, Chapter 13, Section 13.009 Sale or Exchange of Public Land](#)

[7.4 EOC 2 Texas Parks & Wildlife Code, Title 3, Chapter 26 Protection of Public Parks and Recreational Lands](#)

[7.4 EOC 3 Local Government Code Chapter 253, Sale Or Lease Of Property By Municipalities](#)

[7.4 EOC 4 Local Government Code Chapter 272, Sale Or Lease Of Property By Municipalities, Counties, And Certain Other Local Governments](#)

[7.4 EOC 5 City of Denton Charter - Sale of Property - City-Owned Real Property](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

*Informational reference in the Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 9 - Environmental Resource Management, pp. 242-251; Chapter 10 - Managing Maintenance Operations, pp. 264-271.*

The City of Denton has established operation standards for all facilities, including playgrounds, athletic fields, and specialty buildings, such as the water park and natatorium. For maintenance purposes, City staff have organized park assets according to a five-level scale of facility class, with Class AA properties requiring the most active maintenance because they are both high use and high visibility properties and Class D properties requiring the least regular maintenance (this category includes undeveloped park sites, open space, greenbelts, preserves, etc.)

Currently, each park and facility are placed into one of these categories, which helps the department identify the maintenance schedule appropriate for each park property. The City also maintains an Integrated Pest Management Plan for all Parks properties. Furthermore, the Parks department includes special maintenance schedules for unique park assets, such as for the Martha and Beaumont Mood ceramic light fixtures that are found throughout the City's notable and historic O'Neil Ford-designed buildings (City Hall, Senior Center, Emily Fowler Library).

Lastly, in collaboration with the City's Environmental Services and Sustainability Department, the Parks department has established a standard operating procedure for privet removal and habitat restoration within open spaces and confirmed habitats on City of Denton Park property.



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### Agency Evidence of Compliance:

- [7.5 EOC 1 Park Maintenance and Operation Standards](#)
- [7.5 EOC 2 Integrated Pest Management Plan](#)
- [7.5 EOC 3 IPM Standard Operating Procedures](#)
- [7.5 EOC 4 Play Settings for Athletics Fields](#)
- [7.5 EOC 5 Park Maintenance Classification Plan](#)
- [7.5 EOC 6 Denton Field Prep Flow Chart](#)
- [7.5 EOC 7 Historic Lighting Inventory and Maintenance](#)
- [7.5 EOC 8 Denton PARD M&O Plans](#)
- [7.5 EOC 9 Privet Removal and Habitat Restoration SOP](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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, childcare facilities, concessions, kitchens, and zoos.

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

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 9 - Environmental Resource Management, pp. 242-251; Chapter 10 - Managing Maintenance Operations, pp. 273-276.

The Parks and Recreation Department proactively reviews and inspects facilities, equipment, and programming to ensure compliance with local, state, and federal regulations regarding operations, facility maintenance, and safety requirements. The department coordinates and works with internal City departments, state regulatory agencies, and third-party contractors to meet licensing, certification, and inspection requirements such as in the following instances:

- Denton Fire Department – Fire code inspections / Hood inspections
- Risk Management – Safety and risk assessments
- Denton Consumer Health – Pool inspections / Concession stand and kitchen inspections
- Third Party Contractor – Fire suppression equipment inspections / Pool inspections
- Texas Department of Licensing and Regulation – Boiler inspection / Elevator inspection
- Texas Department of Health and Human Services – Childcare licensing
- Texas Department of Insurance – Aquatic slide certification

#### **Agency Evidence of Compliance:**

[7.5.1 EOC 1 Parks Facility Legal Requirements Matrix](#)

[7.5.1 EOC 2 Texas Boiler Law](#)

[7.5.1 EOC 3 Elevator Inspection & Agreement](#)

[7.5.1 EOC 4 Fire Inspections](#)

[7.5.1 EOC 5 Denton Aquatic Pool Inspection](#)

[7.5.1 EOC 6 Water Slide Inspection](#)

[7.5.1 EOC 7 Wave Pool Concession Stand Inspection](#)

[7.5.1 EOC 8 Aquatics Double Check Inspections 2 28 22](#)



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[7.5.1 EOC 9 Texas Health and Human Services Child-Care Inspection](#)

[7.5.1 EOC 10 Health Inspection Reports – Rec Center Kitchens](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 10 - Managing Maintenance Operations, pp. 272-273.

The City of Denton conducts regular inspections of playgrounds, park amenities, and recreation facilities. City staff or contractors repair equipment and amenities as needed. Park Maintenance provides preventative maintenance as defined in the Department's Maintenance and Classification Plan. Fitness equipment at the City's recreation centers is maintained through a contract with Service First, which is in the process of being renewed through 2025. Each year, aquatics staff prepare an end of season punch list for the off-season that includes required regularly scheduled preventative maintenance. In those cases when a more extensive repair is needed outside the framework of normal maintenance, staff completes a work order that is then dispatched to the appropriate division/department in charge of a particular repair. The repair is then scheduled and performed by staff in that division or department. Park staff has a contractor that assists with inspections of playgrounds, as well as Certified Playground Inspectors on staff that assist with low frequency inspections on a quarterly base, high frequency inspections once a week, and conduct audits for newly installed playgrounds.

#### **Agency Evidence of Compliance:**

[7.5.2 EOC 1 Facility Checklists](#)

[7.5.2 EOC 2 Park Maintenance and Classification Plan with Preventative Maintenance](#)

[7.5.2 EOC 3 Fitness Equipment Service and Repair Contract](#)

[7.5.2 EOC 4 Aquatic End of Season Punch List \(11.15.21\)](#)



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[7.5.2 EOC 5 Aquatic End of Season Punch List FY 21-22 & FY 22-23](#)

[7.5.2 EOC 6 Playground Inspection Report Examples](#)

[7.5.2 EOC 7 Fleet PM Schedule- January 2022](#)

[7.5.2 EOC 8 Parks & Recreation CMP CIP Budget \(Nov 2022\)](#)





## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 10 - Managing Maintenance Operations, pp. 289.

The City of Denton Fleet Services department manages all vehicles for the City. A point system is used to determine when a vehicle should be replaced. The fleet department documents each vehicle's condition based on a five-year forecast, which is reviewed and updated each fiscal year. The Fleet Department recommends replacement for a vehicle when maintenance points exceed 5 points or when age, maintenance and odometer exceed 15 points total. In other words, attenuating maintenance cost is more important than age for determining vehicle replacement.

#### **Agency Evidence of Compliance:**

[7.6 EOC 1 Parks Fleet Inventory](#)

[7.6 EOC 2 Replacement Criteria Schedule](#)

[7.6 EOC 3 Vehicle Check List](#)

[7.6 EOC 4 Fleet PM Schedule- November 2022](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

*Informational reference in the Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 10 - Managing Maintenance Operations, pp. 289.*

The City of Denton establishes the expectation that City employees will use the materials, tools, and supplies provided to them for the effective completion of their work tasks. Specific policies, such as the Tablet and Handheld Equipment User Agreement Form outline the special care and user responsibilities required when making use of these pieces of equipment. In more general terms, employees must use City equipment per established procedures, and not abuse, damage, or lose City equipment. Employees cannot use City property or equipment for any personal or non-City business. Employees receive instruction on the proper use and care of new equipment from vendors, and supervisors.

Staff must adhere to guidelines outlined in the procurement policy manual for purchasing equipment, materials, and supplies. Excess or obsolete city-owned personal property no longer required may be transferred to other City departments or governmental agencies. If the goods are not needed anymore, then the Purchasing Manager is authorized to sell worn-out, scrap, obsolete, or unused City equipment. The sale of city-owned personal property is regulated by Chapter 2, Article IV, Sec. 2-106 of the City of Denton Code of Ordinances.

Each work group is responsible for ensuring that their equipment is properly maintained through regular inspection, and through service contracts with outside vendors, and by preparing repair/maintenance work orders when appropriate.

In addition, staff attends trainings that are conducted by the Risk Management department



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and/or internal manager staff to ensure that proper equipment-related protocols are being followed.

### Agency Evidence of Compliance:

[7.7 EOC 1 Procurement Policy Manual](#)

[7.7 EOC 2 Code of Ordinances Chapter 2 Article IV Sec. 2- 106.- Sales of personal property of the city](#)

[7.7 EOC 3 Asset Auction Intake Form](#)

[7.7 EOC 4 Asset Disposal Intake Form](#)

[7.7 EOC 5 Asset Donation Intake Form](#)

[7.7 EOC 6 PARD Uniform Policy](#)

[7.7 EOC 7 Safety Shoe Authorization Form](#)

[7.7 EOC 8 Park Maintenance Vehicle Policy](#)

[7.7 EOC 9 Vehicle Check List](#)

[7.7 EOC 10 Tablet and Handheld User Agreement](#)

[7.7 EOC 11 Safety Alert Policy – Heat Illness](#)

[7.7 EOC 12 Safety Training Matrix](#)

[7.7 EOC 13 508.01 Contact Person for Vehicle Repairs and Maintenance](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 7.7.1 – Building Plans and Specifications

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

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

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 8 - Physical Resource Planning, pp. 222-223.

The Facilities Department maintains plans for each major City facility. These floor plans include technical specifications and electrical diagrams to facilitate future renovation or improvement plans.

#### **Agency Evidence of Compliance:**

[7.7.1 EOC 2 American Legion Hall General Plans](#)

[7.7.1 EOC 3 Senior Center Floor Plan](#)

[7.7.1 EOC 4 Denia Floor Plan](#)

[7.7.1 EOC 5 MLK Floor Plan](#)

[7.7.1 EOC 6 North Lakes Floor Plan](#)

[7.7.1 EOC 7 North Lakes Tennis Plans & Specs](#)

[7.7.1 EOC 8 Goldfield Tennis Center Floor Plan](#)



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### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 15 - Physical Resource Planning, pp. 515-517.

The City keeps all deed, lease, and special use covenants on file for future reference. These documents include the physical, legal description of each tract, along with a detailed explanation of any easements or covenants that maintain on the property.

#### **Agency Evidence of Compliance:**

- [7.7.2 EOC 1 Inventory List- Value of System- PROS](#)
- [7.7.2 EOC 2 Cross Timbers Park Special Warranty Deed 2004](#)
- [7.7.2 EOC 3 Deed Records 1974](#)
- [7.7.2 EOC 4 DEED SW Park2008-123172 4083493](#)
- [7.7.2 EOC 5 Deed Without Warranty](#)
- [7.7.2 EOC 6 Existing-Land-Use](#)
- [7.7.2 EOC 7 Nette Shultz Park Deed 1956](#)
- [7.7.2 EOC 8 Owsley Park Warranty Deed 1958](#)
- [7.7.2 EOC 9 Mcquire Park Warranty Deed](#)
- [7.7.2 EOC 10 Robson Deed and Easements 2004](#)
- [7.7.2 EOC 11 Wheeler Ridge Park Deed and HOA Agmt 2007](#)
- [7.7.2 EOC 12 1928 - American Legion Lease - v. 229 p. 175](#)
- [7.7.2 EOC 13 1967 - American Legion - Release of Lease](#)
- [7.7.2 EOC 14 21-2143 Parkside Development Agreement 21-2143](#)



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### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 10 - Managing Maintenance Operations, pp. 279-286.

The City of Denton is committed to improving quality of life, protecting the environment, and creating economic opportunities for all its residents, businesses, and institutions. "Simply Sustainable — A Strategic Plan for Denton's Future" is the City's current, guiding policy on sustainability and results from the combined efforts of residents, community stakeholders, business owners, institutional leaders, and elected officials to improve our environment, economy, and community. It is a plan developed by the community and for the community. The plan was first adopted in 2012 and an updated framework was adopted in 2020. The plan focuses on eight areas:

1. Water
2. Air quality and greenhouse gas (GHG) management
3. Energy efficiency and conservation
4. Land use and open/natural space.
5. Transportation
6. Education, communication and community involvement
7. Materials and resources management
8. Resiliency, public health and local food production

The plan includes 36 strategies across the eight focus areas selected through a rigorous public prioritization effort. These strategies include recommendations for policies, community programs, outreach and education, and capital improvements. Each strategy identifies implementation actions. On its own, each strategy provides a distinct benefit, but as a collective whole, the plan



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provides a substantial overall opportunity for improving sustainability in Denton.

Parks and Recreation plays a key role in two of the focus areas. Under land use and open space, the Parks Department is responsible for preserving open space, natural areas, and the City's urban tree canopy. By constructing and maintaining a connected trail network, the Parks and Recreation Department is also deeply involved in helping to provide City residents sustainable transportation options that provide non-vehicle modes of moving around the City.

The City continues to prioritize land use and open space preservation. With Denton's current parklands, Clear Creek Natural Heritage Center, and the commitment to preserving environmentally sensitive areas (ESAs), the City has made significant progress in restoring and maintaining open space. The City understands that effective land management can help reduce open space loss, improve transportation efficiency, and improve air quality. The City is also deeply committed to maintaining the urban tree canopy and recently completed a comprehensive tree inventory and established new codes to aid in the preservation of the City's trees.

The City is taking steps to invest in a more sustainable transportation system. Multiple forms of alternative transportation, bicycling, walking, telecommuting, carpooling, use of high fuel efficiency or alternative-fueled vehicles, and mass transit will help to protect the environment, reduce traffic congestion, and build active communities. Many initiatives within the City promote alternative transportation, including annual awareness and outreach programs designed to inform residents about alternative transportation options. The Parks and Recreation Department has an important role to play in this endeavor, especially in helping to build a regional, interconnected, trail network.

The City also maintains an Integrated Pest Management Plan for all Parks properties that is attentive to questions of sustainability and environmental sensitivity. In collaboration with the City's Environmental Services and Sustainability Department, the Parks department has established a standard operating procedure for privet removal and habitat restoration within open spaces and confirmed habitats on City of Denton park property.

The City of Denton has also started adding electric vehicles to its fleet inventory. There are a total of 5 electric vehicles that the City has available for departments to use. In addition, Parks and Recreation has started purchasing and using electric mowers and automated field striping machines.

Lastly, the Parks and Recreation department has incorporated eco-friendly packaging for the concession stands.



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### Agency Evidence of Compliance:

[7.8 EOC 1 Simply Sustainable Plan 2012](#)

[7.8 EOC 2 Adopted Simply-Sustainable-Framework June 2020](#)

[7.8 EOC 3 Privet Removal and Habitat Restoration SOP](#)

[7.8 EOC 4 Bowling Green Park Privet Removal & Restoration Plan](#)

[7.8 EOC 5 Integrated Pest Management Plan](#)

[7.8 EOC 6 IPM Standard Operation Procedures](#)

[7.8 EOC 7 Non-Fuel Vehicle List](#)

[7.8 EOC 8 Concessions Contract](#)





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### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 8 - Physical Resource Planning, pp. 220-224.

Subchapter 7.4 of the Denton Development Code (DDC) provides the City with the legal framework for the conservation and protection of floodplains, riparian corridors and buffers, wetlands, and eastern cross timbers forests, and “upland habitats,” commonly known as Environmentally Sensitive Areas (ESAs). Riparian areas – the interface between land and a river or stream – are vital for water quality, habitat, and flood mitigation. Upland areas are home to unique animal and plant habitats and often serve as treasured recreational areas. The DDC regulations “establish a development framework for the City that respects property rights, while encouraging them to be used responsibly for the benefit of the entire community.”

Additionally, The Urban Forest Master Plan provides guidelines for attenuating the impact of development on the City’s existing urban tree canopy. The Urban Forest Master Plan has three main focus areas that seek, in turn, a safe and healthy urban forest, sustainable environmental benefits, and an engaged community concerned with the future of Denton’s urban forest (see Urban Forest Master Plan, 10).

On a more day to day level, Denton Parks and Recreation working together with its nonprofit counterpart Keep Denton Beautiful is committed to engaging local neighborhoods, businesses, and residents of all ages in creating an amazing city for all to enjoy. Through volunteer stewardship the Denton community and nature thrive together. Parks and Recreation staff along



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with community partners organize everything from litter cleanups, tree giveaways, to nature programming with the goal of maintaining beautiful and sustainable natural habitats.

The City also maintains an Integrated Pest Management Plan for all Parks properties that minimizes the presence of nuisance pests in environmentally sustainable and ecologically sensitive ways. Lastly, in collaboration with the City's Environmental Services and Sustainability Department, the Parks department has established a standard operating procedure for privet removal and habitat restoration within open spaces and confirmed habitats on City of Denton park property.

### **Agency Evidence of Compliance:**

[7.9 EOC 1 Denton Development Code 7.4 Environmentally Sensitive Areas](#)

[7.9 EOC 2 Urban Forest Master Plan](#)

[7.9 EOC 3 Parks and Recreation Nature Initiatives](#)

[7.9 EOC 4 Keep Denton Beautiful Education](#)

[7.9 EOC 5 City of Denton – Become a Volunteer](#)

[7.9 EOC 6 Integrated Pest Management Plan](#)

[7.9 EOC 7 IPM Standard Operation Procedures](#)

[7.9 EOC 8 Privet Removal and Habitat Restoration SOP](#)



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### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 10 - Managing Maintenance Operations, pp. 282-283.

The City of Denton has adopted a comprehensive recycling plan to protect public and environmental health as well as conserve natural resources by minimizing waste trash. The [Comprehensive Solid Waste Management Strategy](#) is a future-casting and planning document that evaluates solid waste best practices, demographics, and financial impacts affecting solid waste systems locally, nationally, and globally and analyzes the gathered data to assemble a state-of-the-art strategy that helps the City strategize, identify, align, and set short- and long-term goals, policies, and actions to manage the generation, diversion, and disposal of solid waste.

Recreation Centers and parks offer recycling cans for staff and patron use as well as recycling dumpsters for large departmental waste. The Parks, Recreation, and Trails System Master Plan also commits the Parks and Recreation Department to exploring opportunities that minimize negative environmental impacts, for example by sourcing environmentally friendly materials.

The Parks and Recreation Department received a \$200,000 grant through NCTCOG's FY 2022 to 2023 Solid Waste Implementation Grant Program. This program funded the purchase of new, readily identifiable trash and recycling receptacles with the goal of reducing litter and recycling contamination in City parks. Parks received 135 trash and 135 recycling receptacles which will replace the existing fifty-five-gallon drums. PARD identified three parks that were considered as high use parks and natural areas with a history of litter and recycling contamination.

All special events applications within the City of Denton require the event organizers to provide a Trash & Recycling Plan. The City of Denton offers a ClearStream program that provides



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recycling and trash containers at no cost. This is a service that many organizers take advantage of and is an important metric for the Parks and Recreation and Solid Waste department.

Below is a summary of our COD recycling and diversion efforts for the last two years. These numbers do not include wholesale tonnage or non-residential landfill tonnage.

- 2021-22
  - Net Recycling – 6,258 tons
  - Recycling Rate – 4%
  - Total Diversion – 16,854 tons (includes all items diverted from the landfill – yard waste, organics, HCC collection, etc)
  - Diversion Rate – 11%
  
- 2020-21
  - Net Recycling – 5,135 tons
  - Recycling Rate – 3%
  - Total Diversion – 17,136 tons (includes all items diverted from the landfill – yard waste, organics, HCC collection, etc)
  - Diversion Rate – 9%

### Agency Evidence of Compliance:

[7.9.1 EOC 1 Denton Comprehensive Solid Waste Management Strategy](#)

[7.9.1 EOC 2 Denton 2040 Comprehensive Plan](#)

[7.9.1 EOC 3 Adopted Simply-Sustainable-Framework June 2020 Chapter 7 pp. 38-41](#)

[7.9.1 EOC 4 North Central Texas Council of Governments Solid Waste Implementation Grant Interlocal Agreement](#)

[7.9.1 EOC 5 Denton Special Event Guide 2022 p.12](#)



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### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 10 - Managing Maintenance Operations, pp. 271-273.

City employees are assigned work daily through the work order system, MicroMain. Work Orders are assigned by crews, and crews are then separated by work type. Hiring managers hire employees for each crew based upon experience, certification and skills.

In addition, the City of Denton has a citizen reporting system called Engage Denton. This system automates messages to staff members when it's related to Parks and Right of Ways. This is also used to assigned work to crews.

#### **Agency Evidence of Compliance:**

- [7.10 EOC 1 Park Maintenance Organizational Chart](#)
- [7.10 EOC 2 Field Services Worker III - P&R-PM-LANDSCAPE CEMETERIES Job Description](#)
- [7.10 EOC 3 Heavy Equipment Operator I - P&R-PM-ATHLETICS Job Description](#)
- [7.10 EOC 4 Parks Field Supervisor - P&R-PM-CONSTRUCTION & TRADES Job Description](#)
- [7.10 EOC 5 Playground Safety Inspector Job Description](#)
- [7.10 EOC 6 New Employee Checklist](#)
- [7.10 EOC 7 Parks Maintenance Attendance Policy](#)
- [7.10 EOC 8 Engage Denton Submission](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 10 - Managing Maintenance Operations, pp. 290-291.

The Fleet Services Division manages the replacement schedule and the replacement fund for vehicles and equipment assigned to the Parks and Recreation Department. The Fleet Services Division decides on replacements using a scoring rubric that assesses vehicle age, condition, mileage, and maintenance costs. The fleet inventory is reviewed and prioritized annually based on business need and funding availability.

The City’s Capital Improvement Program provides replacement and repairs to immovable buildings and facilities. As employees submit maintenance requests, the repairs are automatically queued by the submittal date.

#### **Agency Evidence of Compliance:**

[7.11 EOC 1 PARD Capital Plan 2019-2030](#)

[7.11 EOC 2 Parks Asset List](#)

[7.11 EOC 3 Playground Inventory and Replacement Plan](#)

[7.11 EOC 4 FY 22-23 Capital Plan Presentation](#)

[7.11 EOC 5 Preliminary Capital Plan Book](#)

[7.11 EOC 6 Parks & Recreation CMP CIP Budget \(Nov 2022\)](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION 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 are 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 have 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.

*Informational reference in the Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 19 - Law Enforcement and Security, pp. 659-709.*



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 2 - Law and Jurisdiction, pp. 27-28; Chapter 19 - Law Enforcement and Security, pp. 670-672.

Chapter 22 of the City of Denton’s Code of Ordinances governs the management and operation of public parks and facilities. The code was adopted in 1966 and includes three articles. Chapter 22 was last updated on February 7, 2023. The first article establishes a park board and outlines its duties and meeting schedule. The second article delineates Park Rules including hours of operation, athletic field usage, and the setting of fees. It also regulates vehicles, animals, prohibited acts, and smoking/alcohol use in parks. The last article provides for park dedication related to development. Sections within each article give references to the applicable ordinance for enforcement. Each park has signs posted with relevant park rules.

#### **Agency Evidence of Compliance:**

[8.1 EOC 1 City of Denton Code of Ordinances Chapter 22 Article II Park Rules](#)

[8.1 EOC 2 Park Rules Sign](#)

[8.1 EOC 3 Park Sign Inventory](#)





## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 19 - Law Enforcement and Security, pp. 659-660.

The Parks and Recreation Department and the Denton Police Department assign staff liaisons who serve as points of contact for each department and work together on policy implementation, special projects, and park incidents. The department liaisons also coordinate training opportunities to improve communication and safety during programmed park events and within parks and recreational facilities.

#### **Agency Evidence of Compliance:**

[8.1.1 EOC 1 Staff Liaison to Law Enforcement Officers Memo](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2010), 3rd Ed., Chapter 22 – Law Enforcement and Security, pp. 606-612.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 19 - Law Enforcement and Security, pp. 660-670.

Enforcement of laws and ordinances in parks and recreational facilities is vested with law enforcement officers. The City of Denton Code of Ordinances, Chapter 23 gives the Denton Police Department power and authority as peace officers under the State of Texas laws to enforce all City of Denton ordinances and regulations “within the corporate limits of the city” (City of Denton Code of Ordinances, Chapter 23, Article I, Sec. 23-1). All officers understand state laws and local ordinances, including those established in Chapter 22, governing the management and operation of public park land and facilities.

#### **Agency Evidence of Compliance:**

[8.2 EOC 1 City of Denton Code of Ordinances Chapter 23-1. - Authority of Police Officers](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 19 - Law Enforcement and Security, pp. 675-681.

The Denton Police Department is responsible for the training of its officers. All officers are certified by the Texas Commission on Law Enforcement and must comply with the Texas Administrative Code Title 37, Part 7, Chapter 217, and Chapter 218 for licensing and continuing education requirements.

The Parks and Recreation Department liaison works with the Police Department liaison to coordinate park-specific training for staff members and communicate information about park policies, regulations, and incidents.

#### **Agency Evidence of Compliance:**

[8.3 EOC 1 Texas Administrative Code Police Officer Qualifications](#)

[8.3 EOC 2 Texas Administrative Code Continuing Education](#)

[8.3 EOC 3 Denton Police Department 2021 Training Summary](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 19 - Law Enforcement and Security, pp. 670-672.

It is the Parks and Recreation Department's responsibility to inform and educate the public about all laws, ordinances, policies, regulations, and rules that apply to parkland and facilities. The department uses several platforms to communicate information to patrons and visitors, such as the department's website, signage, printed material, electronic documents, and posters.

Parks facilities all have the appropriate rules and regulations formally adopted by the City and the Parks and Recreations Department posted. Printed copies of rules and regulations are also available. Code of conduct policies specific to programs are made available at registration in both electronic form and hard copy. The patron must claim an acknowledgment of receipt of these code of conduct policies before program participation.

Educational campaigns are designed to address specific topics or issues as needed, and can include, but are not limited to flyers, signage, posters, website postings, and videos.

#### **Agency Evidence of Compliance:**

- [8.4 EOC 1 Resolution 18-2146 Anti-Bullying and Harassment](#)
- [8.4 EOC 2 Inclement Weather Plan](#)
- [8.4 EOC 3 Ready Denton- Weather Preparedness](#)
- [8.4 EOC 4 Inclement Weather Policy - Aquatics](#)
- [8.4 EOC 5 Inclement Weather Policy – Athletics](#)
- [8.4 EOC 6 Computer, Internet, and Wireless Internet Policy](#)
- [8.4 EOC 7 PARD Rules of Conduct Policy \(w/ receipt of agreement\)](#)
- [8.4 EOC 8 Rules of Conduct Poster](#)
- [8.4 EOC 9 Wiggly Field Dog Park Rules City of Denton](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

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

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

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

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 14- Human Resources Management, pp. 479; Chapter 19 - Law Enforcement and Security, pp. 676-679.

Each park facility has an emergency action plan (EAP) outlining response procedures for man-made and weather-related emergencies. The EAP provides staff with instructions about what to do during specific types of emergencies and includes information about when and how to contact the appropriate agency for assistance.

All Parks and Recreation staff receive training on the EAP and related elements. Training is conducted at the facility level between supervisors and on-site staff members and at the mid-level manager’s level during monthly division meetings.

The Parks and Recreation Department also participates in city-wide training for active shootings. This provides staff the opportunity to work directly with other departments and the Police Department in understanding the response procedures during an active shooter incident. Additional workplace violence and conflict resolution training is available to park staff members through on-going professional training offered by Human Resources.

#### **Agency Evidence of Compliance:**

[8.4.1 EOC 2 Lifeguard Manual 2021 EAP pg 30](#)

[8.4.1 EOC 3 Active Shooter Workplace Violence Training](#)

[8.4.1 EOC 4 People Experiencing Homelessness Training](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

[8.4.1 EOC 5 North Lakes Dam EAP](#)

[8.4.1 EOC 6 Tabletop Exercise for Dam](#)

[8.4.1 EOC 7 Tabletop Exercise for Dam- After Action Plan](#)

[8.4.1 EOC 8 Dam Failure Email - Tabletop Exercise](#)

[8.4.1 EOC 9 Parks and Recreation Risk Mangement Plan](#)

[8.4.1 EOC 10 Risk Mitigation Meeting Sign In Sheet - Dec 7, 2022](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 19 - Law Enforcement and Security, pp. 686-700.

The Parks and Recreation Department staff responds per their training to disruptive behavior using the procedures for enforcement outlined in the department's general rules of conduct and anti-bullying and anti-harassment policy. Each program's code of conduct outlines program-specific rules and regulations.

Relevant staff are required to fill out a Parks and Recreation Department Incident Report for any incidents involving disruptive behavior at a parks facility that includes a summary of the disruption, names of individuals involved, and the action taken by staff in response. This incident report is forwarded to the immediate supervisor for review and shared with the division manager.

#### **Agency Evidence of Compliance:**

[8.4.2 EOC 1 PARD Rules of Conduct](#)

[8.4.2 EOC 2 Policy 510.01 Anti-Bullying and Anti-Harassment](#)

[8.4.2 EOC 3 Summer Camp Parent Manual pg. 12](#)

[8.4.2 EOC 4 Incident Report](#)

[8.4.2 EOC 5 Trespass Warning on City Property](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 19 - Law Enforcement and Security, pp. 693-694.

The Parks and Recreation Department is responsible for facilitating special events in the City of Denton. Ordinance 19-1160 regulates special events held in the City and requires a permit to produce events that meet the outlined criteria (see, as well, Chapter 25, Article V. “Special Events,” in City of Denton Code of Ordinances). A planning guide is available for event organizers that provides them with step-by-step instructions to meet permitting requirements. A permit application completed by the event organizer includes information such as the date/time of the event, event description, attendance estimates, and proposed activities. The Parks and Recreation Department receives the application and reviews it for completeness. Staff then routes the application to designated staff members in the police department, fire department, street department, consumer health, solid waste, and any other departments impacted by the event. The Parks and Recreation Department collects the required documentation for the event and coordinates meetings between the City and event organizers as needed during the event planning process.

The event organizer must submit a traffic control plan and public safety plan as part of the application process. These plans identify and address traffic, parking, crowd control, and general safety needs required by the event. The event organizer is responsible for identifying and designating available parking for the event. The parks department website hosts the maps of public parking areas. If event organizers intend on using private lots for parking, they must obtain written permission to do so from private parking lot owners. Event organizers are also responsible for providing a site map showing the event's perimeter, layout of all booths and activities, and parking. The police department will assess traffic and crowd attendance impacts. The streets department also reviews the proposed traffic plan and approves or modifies any requested street closures. Additionally, the event organizer will be required to furnish the city with a certificate of





## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

insurance compliance that demonstrates an adequate level of insurance as required by city ordinance. The event organizer may also be required to provide security for the event at the organizer's expense. Security must meet the standards set in the ordinance.

Once the required documentation is reviewed and approved by all departments, the Parks and Recreation Department issues the event permit and monitors the event for compliance. An event permit can be denied or revoked at any time, before or even during an event, if the event fails to comply with the ordinance requirements.

### **Agency Evidence of Compliance:**

[8.4.3 EOC 1 Ordinance 19-1160](#)

[8.4.3 EOC 2 City of Denton Special Event Planning Guide](#)

[8.4.3 EOC 3 Special Event Application](#)

[8.4.3 EOC 4 Traffic Control Plan Bike Denton](#)

[8.4.3 EOC 5 Special Event Permits | Denton, TX \(July 4th Special Event Permit\)](#)

[8.4.3 EOC 6 July 4th Traffic Control Plan](#)

[8.4.3 EOC 7 EAP - PD - July 4th Kiwanis Fireworks Show Emergency Action Plan](#)

[8.4.3 EOC 8 IAP - Fire - July 4th Kiwanis Fireworks Show Emergency Action Plan](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 19 - Law Enforcement and Security, pp. 689-690.

The City is committed to the beautification of City properties. The City is committed to ensuring that its facilities and resources are reasonably maintained, clean, safe, and support a comfortable environment to provide quality City services and activities.

City staff may become aware of unattended, lost, found, or abandoned property on City premises. In order to ensure the appropriate handling of this property, procedures for controlling, collecting, recording, releasing, and disposing of found property follow the found property policy.

Any City staff who has reason to believe that property is contraband and/or represents criminal physical evidence shall notify the Denton Police Department promptly and the Park Superintendent and/or Park Manager as soon as possible. Staff will take steps deemed appropriate in an attempt to ensure safety and prevent the property from contamination and/or removal by others until the arrival of the Denton Police Department or other designated staff trained or authorized to handle such situations.

#### **Agency Evidence of Compliance:**

[8.4.4 EOC 1 Found Property on City Premises Policy](#)

[8.4.4 EOC 2 Property Tracking Form](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 8.5– General Security Plan

**Standard:** The agency shall have a comprehensive general security plan addressing areas, buildings and facilities under its jurisdiction that is updated periodically. Plans for each major area, building or facility should be available at each site. The general security plan may be a compilation of security plans from each major area, building or facility.

Hazardous or flammable materials storage areas should be clearly identified in plans and at each specific site. Signage at each site should be installed in accordance with the unified signage system. To be effective, the security plan should be updated when a new area, building or facility is added, security systems are modified or when legislation requires change.

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

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

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 19 - Law Enforcement and Security, pp. 696-704.

The Parks and Recreation Department Emergency Action Plan (EAP) acts as the general security plan. The EAP is standardized with minor adjustments to reflect features at specific facility sites. The EAP contains information on fire alarm and fire suppression systems and outlines emergency evacuation and critical incident response procedures. Staff routinely train on the plan's elements, which are available at each facility.



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

The City's Safety Division is also working alongside Parks and Recreation staff to update specific Emergency Action Plans for each Parks and Recreation facility. These plans include protocols for opening and closing which details staff assignments for unlocking and locking the facility and for operating each facility's security system. These facility-specific procedures also include operational processes and guidelines for general safety.

### **Agency Evidence of Compliance:**

[8.5 EOC 1 City of Denton Emergency Action Plan](#)

[8.5 EOC 2 Denton Senior Center EAP](#)

[8.5 EOC Opening and Closing Procedures Denton Senior Center](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 18 - Risk Management, pp. 638-640; Chapter 19 - Law Enforcement and Security, pp. 696,704-706.

The City of Denton’s Emergency Management Plan (EMP) outlines the City’s approach to emergency operations. It provides general guidance for emergency management activities and an overview of the City’s methods of mitigation, preparedness, response, and recovery. The plan describes our emergency response organization-wide and assigns responsibilities for various emergency tasks.

The Director of Parks and Recreation is a member of the Emergency Operations Center (EOC) team and is assigned to the operations section. The EMP assigns the staffing and operation of shelter and mass care spaces (see Appendix C) to the Parks and Recreation Department. Appendix C in the Emergency Management Plan outlines organizational arrangements, operational concepts, responsibilities, and procedures to protect evacuees and others during an emergency situation. Additionally, the Parks and Recreation Department has comprehensive plans for flooding and winter weather emergencies, including snow and ice response plans that assign ice treatment and snow removal from certain public facilities to the Parks and Recreation Department. Additionally, Parks and Recreation works closely with the Emergency Management Manager to develop and implement an emergency action plan for the North Lakes Dam located in North Lakes Park.



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### Agency Evidence of Compliance:

- [8.6 EOC 1 Emergency Management Plan](#)
- [8.6 EOC 2 Emergency Action Plan General](#)
- [8.6 EOC 3 North Lakes Dam Emergency Action Plan](#)
- [8.6 EOC 4 Snow and Ice Response Plan](#)
- [8.6 EOC 5 EOC Staffing](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 19 - Law Enforcement and Security, pp. 707.

All staff in the Parks and Recreation Department receive training on general security and related policies and procedures outlined in the EAP. Training is conducted at the facility level between supervisors and on-site staff members and at the mid-level manager’s level during monthly division meetings.

The Parks and Recreation Department participates in continuing education and training provided by the City’s emergency management division and Safety Division. This includes an annual tabletop exercise and a full-scale drill that includes parks.

#### Agency Evidence of Compliance:

[8.6.1 EOC 1 Worksite Orientation Checklist](#)

[8.6.1 EOC 2 Active Shooter Online Training](#)

[8.6.1 EOC 3 Emergency Response Online Training](#)

[8.6.1 EOC 4 Emergency Response - Bomb Threat - Active Shooter Training - In Person](#)

[8.6.1 EOC 5 Appointment for Winter Preparedness Program Presentation](#)

[8.6.1 EOC 6 Appointment for Winter Preparedness Program Email](#)

[8.6.1 EOC 7 Standard Operating Framework](#)

[8.6.1 EOC 8 Appointment for EOC Staff Tabletop Exercise Email](#)

[8.6.1 EOC 9 Appointment for EOC Staff Tabletop Exercise Manual](#)

[8.6.1 EOC 10 Appointment for EOC Staff Tabletop Exercise After Action Plan](#)

[8.6.1 EOC 11 EOC Staffing, Seating Locations](#)

[8.6.1 EOC 12 Van Training Sign-In Sheet](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

*Informational reference in the Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 19 - Law Enforcement and Security, pp. 707-708.*

Annex I of the City’s Emergency Management Plan focuses on Public Information and provides a "process by which the City of Denton will provide appropriate information and instructions to the public during emergency situations" (Annex I – Public Information, I-4). The document defines an “emergency situation” and outlines departmental responsibilities and specific protocols for communicating, especially regarding the Emergency Alert System. The document also emphasizes the centralization of communication through the Public Information Officer who coordinates closely with the Incident Commander once the Emergency Operations Center has been activated during a public emergency.

Other aspects of the City’s emergency communications are detailed in Annex A of the Emergency Management Plan. Annex A “provide[s] a framework for a coordinated warning effort to emergency incidents in the City of Denton” (Annex A, Warning, City of Denton Emergency Management Plan).

The Annex reviews the various local, state, and national emergency communications systems that the City may use in an emergency. Annex A also reviews the City’s protocol for communicating with the public and ensuring that communication remains streamlined and coherent, emerging from the City’s designated Local Warning Point at the City’s Emergency Operations Center. The emergency management division also manages the Alert Denton system, which transmits mass notifications in the event of an emergency.





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### Agency Evidence of Compliance:

[8.6.2 EOC 1 Annex I – Public Information](#)

[8.6.2 EOC 2 Annex A - Warning](#)

[8.6.2 EOC 3 Alert Denton](#)

[8.6.2 EOC 4 Parks and Recreation Risk Management Plan](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 18 - Risk Management, pp. 651.

The City of Denton has formal agreements with several agencies and organizations to provide care and shelter to those in need during disasters or emergencies. Annex C of the Emergency Management Plan outlines the procedures for care and sheltering during an emergency, and the Parks and Recreation Department’s roles and responsibilities in managing and staffing city shelters.

Additionally, the Parks and Recreation Department has an **SOP for Warming Center Operations at the MLK Recreation Center**. The Warming Center SOP is intended for use by Parks and Recreation staff as a guide to operate a warming center at the MLK Recreation Center as activated by City of Denton City Management. This SOP is solely intended to guide staff in Warming Center operations only and is not intended to be inclusive of the entire coordinated emergency operations response from the City (such as public communication, ice and snow removal, etc.).

**Agency Evidence of Compliance:**

[8.6.3 EOC 1 Annex C – Shelter and Mass Care](#)

[8.6.3 EOC 2 SOP for Warming Center Operations at the MLK Recreation Center](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION 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 ongoing 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).

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 18 - Risk Management, pp. 631-653.



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

**Informational reference in the Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 18 - Risk Management, pp. 650**

The City of Denton conducts business in accordance with federal and state law, the Code of Ordinances enacted by the City Council, and City of Denton policies and procedures. Specific risk management and safety policies and procedures are in sections 409 and 410 of the City’s Policies and Procedures Manual. An interdepartmental committee regularly reviews policies and provides feedback on proposed revisions or proposed new policies. When policies are updated, they are sent out by email to all employees and they are updated on the City’s external and internal websites.

The City continues to review and update all City-wide policies. Updates last year included 11 policy revisions and 7 new policy adoptions.

#### **Agency Evidence of Compliance:**

- [9.1 EOC 1 409.01 Occupational Injury Benefit Program](#)
- [9.1 EOC 2 409.02 Confined Space Entry](#)
- [9.1 EOC 3 409.03 Personal Injury and Accident Response](#)
- [9.1 EOC 4 409.04 Use of Back Support Belts](#)
- [9.1 EOC 5 409.05 Comprehensive Driving and City Vehicle Use](#)
- [9.1 EOC 6 409.06 HIPAA Directive](#)
- [9.1 EOC 7 409.07 Volunteer Procedures](#)
- [9.1 EOC 8 409.10 Automated External Defibrillator Program](#)
- [9.1 EOC 9 409.11 Safety Review Committees](#)
- [9.1 EOC 10 410.01 Health, Safety, and Environmental Policy](#)
- [9.1 EOC 11 410.02 Stop Work Authority](#)
- [9.1 EOC 12 410.03 Hazard Communication Directive](#)
- [9.1 EOC 13 410.05 Hearing Conservation](#)
- [9.1 EOC 14 410.06 Respiratory Protection](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

[9.1 EOC 15 410.07 Confined Space](#)

[9.1 EOC 16 City Safety Manual](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 18 - Risk Management, pp. 649-653.

The following information outlines the risk management plan for the City of Denton. Access to this information is available to all employees on the City's intranet and external website. Specific risk management and safety policies and procedures are in sections 409 and 410 of the City's Policies and Procedures Manual available on the City's website.

#### **Risk Management Plan:**

The City strives to maintain a safe workplace for employees free from recognized hazards that could cause or are likely to cause death or serious physical harm to employees. In assisting the City's efforts to provide a safe work environment for employees, the Parks and Recreation Department recently adopted a parks and recreation specific Risk Management Plan.

#### **Risk Management/Safety Training:**

The Safety division regularly schedules classes regarding safety and loss prevention as well as defensive driving and CPR. Safety also conducts regularly scheduled safety meetings with



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

different departments including Parks and Recreation to review relevant policies, address concerns, and relay content in the Emergency Action Plan.

Safety provides customized specific training for each Department, such as work zone and flagger safety according to the Manual on Uniform Traffic Control Devices (MUTCD), confined space training, trench safety training, hazardous materials training, lock out tag out (LOTO) training, or any other specialized safety training employees require.

### **Financial Risk Management**

It is the responsibility of the City’s Internal Audit Department to “protect the City of Denton from financial loss and reputational damage” as stated in the City of Denton Policies and Procedures Manual, Section 509.01. Section 6.04 of the City Charter establishes the independence of the City Auditor from the rest of the City’s administrative apparatus - the Auditor serves at the pleasure of the City Council and is not under the administrative oversight of the City Manager. This section of the City Charter also clarifies the role of the City Auditor in identifying and minimizing financial risk.

Internal Audit Department serves the public interest by providing independent and objective audits, reviews, and assessments. The Department promotes accountability throughout the City.

The Department ensures:

- The City is applying its resources effectively, efficiently, and economically
- The City complies with laws, regulations, and policies and procedures
- The City has adequate safeguards over its assets
- The City has appropriate revenue management in place
- The City's financial and operational information is reliable

Additionally, the Internal Audit Department aids in the prevention and detection of fraud, waste, and abuse. The Department carries out an annual audit plan that utilizes risk analysis to review critical areas of operations. The audit plan is approved by City Council each year. Once the audit is complete, the internal auditor works with departments to address recommendations and implement best practices. City Council then receives the recommendations.

### **Agency Evidence of Compliance:**

[9.1.1 EOC 1 Parks and Recreation Risk Management Plan](#)

[9.1.1 EOC 2 City Safety Plan](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

[9.1.1 EOC 3 City of Denton Risk Management Policies 409-410](#)

[9.1.1 EOC 4 Article 6 Section 4 City Internal Auditor](#)

[9.1.1 EOC 5 Citywide Audit Risk Assessment](#)

[9.1.1 EOC 6 Ordinance 21-1833 Audit Plan](#)





## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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).

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 18 - Risk Management, pp. 642-643.

The Parks and Recreation Department uses multiple forms to track incidents and accidents. Whenever a staff member has an incident or receives medical care due to an accident at work, they must fill out an accident report. Minor incidents and accidents are documented on carbon copy forms or in a minor injury log. All employee incidents and accidents and citizen incidents and accidents are entered and tracked within the *Risk Management Information System (RMIS)* software environment.

For Aquatics incidents/accidents, aquatic staff uses HydroApps, a cloud-based software that allows multiple functions within its reporting structures. The incident reports are custom-built to each aquatic facility and allow staff to report on the type of incident, exact location, take digital photos of incident site, and take videos of witness statements that imbed into the cumulative report after the staff hit “submit.” A .pdf report is automatically generated and emailed to specified levels of management. Upon review, management will determine if the incident requires additional review and could attach the file into a submission for Risk Management’s review. If the incident involves a fecal or vomit event in or around the pool, a copy of the report is automatically sent to Denton County Public Health department. Staff periodically review the accident and incident reports to look for trends and analyze critical data related to locations, causes, and repetition in order to manage risk and address potentially dangerous situations.

#### **Agency Evidence of Compliance:**

[9.1.2 EOC 1 Accident Report](#)

[9.1.2 EOC 2 Incident Report](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

[9.1.2 EOC 3 Minor Injury Log](#)

[9.1.2 EOC 4 RMIS Accident/Injury Report](#)

[9.1.2 EOC 5 Fecal Incident Log](#)

[9.1.2 EOC 6 Water Rescue Report](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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 Evidence of Compliance:* Demonstrate how personnel at all levels are involved and trained regarding risk management.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 18 - Risk Management, pp. 649-650.

The Risk Management and Safety divisions regularly schedule classes regarding safety, loss prevention, defensive driving, and CPR. They also conduct regularly scheduled safety meetings with individual departments, including the Parks and Recreation Department, to attend to more department-specific risk management and safety items, such as individual Emergency Action Plans (EAPs) for Parks facilities. All full-time, part-time, and temporary seasonal employees may sign up for training. Staff registers for classes online through the NEOGOV Learn software module. Some risk management classes include controlling workplace losses, defensive driving, substance abuse, and reasonable suspicion.

The Risk Management and Safety divisions provide customized specific training for each department as well, such as work zone and flagger safety according to the Manual on Uniform Traffic Control Devices (MUTCD), confined space training, trench safety training, hazardous materials training, lock out tag out (LOTO) training, or any other specialized safety training employees require. Specialized safety training is offered to specific classes of employees as well. For example, Van Training is offered to temporary seasonal employees driving City vans for summer camp or after school childcare.

The Risk Management and Safety team recently completed a Citywide safety survey. Employees of all levels were encouraged to participate.

#### **Agency Evidence of Compliance:**

[9.1.3 EOC 1 Compliance Training Classes](#)

[9.1.3 EOC 2 Van Training Sign-In Sheet](#)

[9.1.3 EOC 3 City of Denton - Employee Safety Survey Results Presentation](#)

[9.1.3 EOC 4 City of Denton - Employee Safety Meeting](#)

[9.1.3 EOC 5 Annual Security Training](#)

[9.1.3 EOC 6 Health, Safety, and Environmental Policy](#)

[9.1.3 EOC 7 PARD Training Log](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 18 - Risk Management, pp. 635.

The City of Denton employs a Deputy Director of Risk & Compliance that is responsible for managing the risk management program for the City, as well as the functions of employee benefits, leave administration, and HR compliance. This Deputy Director of Risk & Compliance has the authority to carry out the policies established for risk management.

To administer risk management functions, the Deputy Director of Risk & Compliance leads and manages a Risk team of 3 staff members that includes the following positions: Senior Risk Analyst, Claims Administrator, and Risk Specialist.

Due to operational changes in the Risk Management division, the Deputy Director of Risk and Compliance also serves as the Risk Manager. This job description is currently being updated with an anticipated completion period of Spring 2023.

**Agency Evidence of Compliance:**

[9.2 EOC 1 Risk Manager Job Description](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 18 - Risk Management, pp. 637.*

The City of Denton provides equal access to all City-sponsored services, programs, and activities for residents and employees with disabilities, as provided by the Americans with Disabilities Act (ADA) of 1990. The City will not discriminate against a qualified individual with a disability, as this term is defined by the ADA, regarding job applications, hiring, advancement, discharge, compensation, training and other terms, conditions, and privileges of employment. Information on ADA accommodations and grievances are available to all on the City's ADA website, <https://www.cityofdenton.com/499/Americans-with-Disabilities-Act>.

The City will make reasonable modifications and accommodations in policies, practices, and procedures to ensure equal access; will provide auxiliary aids and services when necessary to provide effective communication, and will operate its programs so that, when viewed as a whole, those programs are readily accessible to, and useable by, individuals with disabilities.

The City's ADA coordinators answer all questions concerning general ADA policy, reasonable accommodations, and grievances by residents or employees not resolved by individual departments.

When the City receives notice of a need for accommodation, there will be an interactive process with the requestor as outlined in the Department of Justice's technical guidelines for ADA accommodations. The ADA coordinator shall resolve the issue(s) or make recommendations to department heads, the City Manager, or the City Council, as appropriate.



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### Agency Evidence of Compliance:

[9.3 EOC 1 Americans with Disabilities Act \(ADA\) Policy 100.02](#)

[9.3 EOC 2 Grievance Procedures](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION 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.

*Informational reference in the Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 20 - Needs Assessments, Evaluation and Action Research, pp. 19-7.*



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

*Informational reference in the Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 20 - Needs Assessments, Evaluation and Action Research, pp. 720.*

The City of Denton conducts comprehensive community-wide surveys to determine resident perspectives about the community and available services. The surveys include questions that ask residents to rate their satisfaction with the City’s availability of parks and recreation amenities. Community feedback is extremely important to the City and provides the basis for future planning and decision-making that aims to improve the quality of life in Denton in ways that correspond most to residents’ wants and needs.

As part of the annual budget cycle, the Parks and Recreation Department adopts specific performance measures for each of its subunits and divisions. Performance measures are submitted quarterly for review by the City Manager and residents. The department uses a cost-of-service model to assess each program’s financial performance and to better classify programs based on service level delivery, program cost, and cost-recovery capabilities.

Additionally, the Parks and Recreation Department regularly conducts after-action surveys with program participants and facility renters. Surveys are sent out automatically through the recreation software at the end of a program or rental. Survey data are then compiled to determine patron satisfaction, adjust the scope of recreational or facility rental programs, and to identify future programming needs. The Citizen Survey, conducted every few years seeks to build a much more comprehensive understanding of resident’s wants and needs in parks, facilities, and recreational programming.

Furthermore, the City recently concluded an ADA/accessibility focused review of all city facilities to ensure that operational effectiveness extends to ease of access for all city residents.

#### **Agency Evidence of Compliance:**

[10.1 EOC 1 National Community Survey 2022](#)

[10.1 EOC 2 Strategic Work Plan Progress Report](#)

[10.1 EOC 3 Cost of Service Program Financials](#)





## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

[10.1 EOC 4 Adult Sports Survey](#)

[10.1 EOC 5 Aquatic Safety Training Survey](#)

[10.1 EOC 6 Birthday Party Survey](#)

[10.1 EOC 7 Childcare Survey](#)

[10.1 EOC 8 Facility Rental](#)

[10.1 EOC 9 Performance Metric Charts FY 22-23](#)

[10.1 EOC 10 Representative Section Performance Measures](#)

[10.1 EOC 11 ADA Transition Plan](#)

[10.1 EOC 12 Park Audit Form](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

*Informational reference in the Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 20 - Needs Assessments, Evaluation and Action Research, pp. 722-723.*

Several staff members in the Parks and Recreation Department collectively share responsibility of continuous program evaluation. For example, the Business Manager does most of the intensive data gathering and finalization of performance measures. This position is responsible for the publishing, analyzing, and reporting of all performance measures and cost of service analyses. Additionally, the Business Manager takes a lead role in various departmental training efforts, including for newly adjusted or revised procedures. The department’s management analyst role supplements the analysis capabilities of the Business Manager – helping to create data dashboards and more efficient methods of data collection, for example.

Each work area analyzes the data in its program-specific surveys. The Parks and Recreation Department employs ten recreation supervisors that are each responsible for an independent area within the agency. Fifteen recreation coordinators report to recreation supervisors and assist with distributing, collecting, and analyzing agency evaluations. Recreational coordinators also perform training tasks related to program evaluation and improvement. It is the responsibility of park managers to review and follow-up with program evaluation related to parks, athletic fields, and cemeteries.

The Denton Parks and Recreation Department also supplements internal analytical capabilities by hiring outside consultants for projects that require that treatment. Consultants aid in the master planning processes for new parks and trails, help to develop conceptual plans and associated construction documents. Contracted experts also help with special surveys, soil and boring tests, subsurface investigations, and other expert interventions that are beyond the scope of staff capabilities.

#### **Agency Evidence of Compliance:**

[10.1.1 EOC 1 Parks Business Manager Job Description](#)

[10.1.1 EOC 2 Recreation Supervisor Job Description](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

[10.1.1 EOC 3 Recreation Coordinator Job Description](#)

[10.1.1 EOC 4 Parks Manager Job Description](#)

[10.1.1 EOC 5 Management Analyst Job Description](#)

[10.1.1 EOC 6 HALFF Pecan Creek Linear Trail Ordinance and Contract](#)

[10.1.1 EOC 7 Kimley-Horn Aquatics Master Plan Ordinance and Contract](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 20 - Needs Assessments, Evaluation and Action Research, pp. 722.

The Parks and Recreation Department's staff attend regularly scheduled meetings to discuss department goals, area updates, service delivery, programming, and facility management. These meetings represent a continuous, active, and open dialogue regarding the efficacy of existing programs and serve as a forum to discuss and evaluate potential changes to existing service offerings.

Furthermore, the Parks and Recreation Department's staff constantly gather data that helps to evaluate programs, services, and quality of facilities. Program evaluations are gathered digitally through *CivicRec* software, as well as in-person from program staff. Evaluations and feedback are then reported to department-wide staff through quarterly reports that emphasize both current operational successes and areas where improvements are needed.

Departmental staff recently completed a cost-of-service analysis training that helped them to better enfold fiscal assessments within broader program evaluations. Additionally, staff received and will continue to receive performance measurement training as part of broader processes to enhance data capture and analysis in the department. Staff are presently working through a process to streamline metrics collection and refine the connection between collected metrics and desired outcomes.

Department staff currently began a strategic planning and visioning process under the guidance of the City's Chief Strategic Officer. This process involved collaborative work between department leaderships staff to identify core services and what metrics best measured the delivery of those core services. The goal of this process is to articulate a set of metrics that measure core services and the department's overall progress toward longer term objectives and city-wide outcomes.



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### Agency Evidence of Compliance:

[10.1.2 EOC 1 Leisure Service Meeting Agenda](#)

[10.1.2 EOC 2 Leisure Service Meeting Sign In](#)

[10.1.2 EOC 3 Cost of Service Presentation \(2022\)](#)

[10.1.2 EOC 4 Appointment for Performance Measures](#)

[10.1.2 EOC 5 Performance Measure Dashboard Presentation 2022](#)

[10.1.2 EOC 6 Appointment for Strategic Planning and Performance Measures](#)

[10.1.2 EOC 7 Chief Strategy Officer Presentation 2022](#)

[10.1.2 EOC 8 Strategic Planning Mural Excerpt](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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 is used to determine if specific programs, services or facilities are achieving planned or projected results.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 20 - Needs Assessments, Evaluation and Action Research, pp. 722.

The City of Denton and the Parks and Recreation Department use multiple forms of internal and external surveys to improve the delivery of services, enhance quality of programming, improve facility management, and ensure fiscal responsibility. Survey data are also used to ensure that the Department continues to provide service areas that are most resonant with residents’ wants and needs.

Survey data is augmented by professional assessments of key program areas. In 2018, the Aquatics Center underwent an efficiency study to evaluate the performance and effectiveness of the programs, its operating standards, and its business methods. Results from the study highlighted areas that exceeded national benchmarks, and areas that required more attention to bring aquatics functions in line with national standards. Areas that saw immediate updating due to the report include additions to the Lifeguard Manual, which now has specific wording about the direct management of Aquatic’s ADA compliance equipment.

Department staff use surveys emailed at the end of a program or facility rental to enhance or adjust operations. Staff review the cost-of-service forms to determine a program's operating cost, potential for cost recovery, and to determine if a program should have its fee level adjusted, be outsourced to a third-party entity, or eliminated entirely. Additionally, external survey data allow staff to make recommendations to city council for funding priorities to improve current facility conditions or expand facility and program offerings. After the adoption of the ADA Transition Plan, city council allocated \$300,000 in fiscal year 22-23 to start addressing high priority items identified in the parks section of the action log.

#### **Agency Evidence of Compliance:**

[10.2 EOC 1 Aquatics PROS Consulting Report](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

- [10.2 EOC 2 Program Survey Results](#)
- [10.2 EOC 3 Cost of Service Adjustments](#)
- [10.2 EOC 4 National Community Survey 2022](#)
- [10.2 EOC 5 2019 SPA Skateparks Planning Study](#)
- [10.2 EOC 6 2019 PROSMP Indoor Recreation Study](#)
- [10.2 EOC 7 2019 Proposed Aquatic Facilities Study](#)
- [10.2 EOC 8 Joseph T. Walker Trail Network Study](#)
- [10.2 EOC 9 ADA Transition Plan Action Log](#)
- [10.2 EOC 10 Master Plan List of Relevant Reports](#)
- [10.2 EOC 11 PREP Consulting Playground Design Report](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 20 - Needs Assessments, Evaluation and Action Research, pp. 734-735.

The Parks and Recreation Department Director determines performance measures under City Council and City Manager guidance during the budget process. The departmental metrics defined during this process are then tracked in order to track departmental progress towards goals and outcomes that were also created during the budget process. The performance measurements and data source worksheet provide an overview of all measures, targets, data points, frequency and source.

The Parks and Recreation Department's staff review the cost-of-service analysis to determine if programs are meeting assessed standards approved by the City Council. The degree to which a program is meeting its established standards is determined by the benefits it provides to the community as a whole and to individual participants. The Department makes use of a cost-of-service analysis to determine if the costs borne by the City of providing a particular service or program makes sense in the present operational context. If the costs for providing a service are out of proportion to the importance or significance of the program to the community, Department staff determine if the program can be provided by an outsourced third-party, if the





## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

programs fee structure can be adjusted to better realize cost recovery, or if the program no longer proves tenable and should be eliminated entirely.

The cost-of-service analysis sometimes leads to difficult, but necessary conclusions. For example, it is on the basis of cost-of-service analyses that the Department has decided to eliminate its preschool program and is looking at outsourcing some athletic leagues. Parks and Recreation also makes use of external survey processes to ensure that the department is meeting the expectations of Denton residents and to consider Denton’s performance against other parks and recreation departments.

The City of Denton, including the Parks and Recreation Department, are currently in the process of adopting the Envisio platform for planning and performance measurement. The City’s Chief Strategy Office as well as relevant Information Technology staff are working to finalize the implementation of this enterprise-wide technology that should offer a set of tools that are much more robust than Microsoft Smartsheet and more user-friendly than PowerBI which are both currently being used to track performance.

### **Agency Evidence of Compliance:**

[10.3 EOC 1 Performance Measurements and Data Source](#)

[10.3 EOC 2 Cost of Service Financials](#)

[10.3 EOC 3 PowerBI Performance Measurement Dashboard](#)

[10.3 EOC 4 Smartsheet Performance Measurement Dashboard](#)

[10.3 EOC 5 Envisio Performance Measurement Dashboard](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

*Informational reference in the Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 8 - Physical Resource Planning, pp. 203-204.*

The City of Denton adopted the Trust for Public Land's *10-minute Walk Campaign* in early 2019 and is currently working on meeting or exceeding the national average of 54 percent of City residents living within a ten-minute walk to a City park or recreational facility. Currently, 48% of City residents live within this 10-minute walk threshold. Ultimately, the Parks and Recreation Department aims to have 100% of City residents living within a 10-minute walk to a park or recreational facility by 2040.

The Integrated Pest Management (IPM) Program is a decision-making process created and endorsed by the Environmental Protection Agency (EPA) that combines a deep understanding of pest biology, a sensitivity to environmental context, and a careful deployment of available technology to provide maximum pest control outcomes with minimal negative risk to people, property, resources, and the environment.

The Department's newly adopted master plan establishes levels of service (LOS) expectations across the Department's functional areas. Staff created the written specifications based on national recommendations, national, regional, and local best management practices and subject matter experts' advice. Public and stakeholder input also played a large role in creating these standards. Adhering to these required and recommended standards will help the Parks and Recreation Department maintain a consistent level of service to meet current resident's needs and expectations and to meet the future needs of City residents as Denton grows through the year 2030 and beyond.

LOS assessments help guide the department in maintaining current assets and in planning for new development. The required and recommended specification for each amenity has its corresponding design guideline outlining the required and recommended standards and any required and recommended companion amenities. The department must use these guidelines



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referenced in the design, development, preservation, and enhancement of all developed/undeveloped open space, indoor facilities, outdoor facilities, site furnishings, and flora in the parks system. All modifications, including substitutions, must receive prior written authorization from Denton Parks and Recreation.

### **Agency Evidence of Compliance:**

- [10.3.1 EOC 1 Resolution 19-379 10-Minute Walk](#)
- [10.3.1 EOC 2 PARD Integrated Pest Management](#)
- [10.3.1 EOC 3 Design Guidelines and Standards](#)
- [10.3.1 EOC 4 Park Maintenance and Operations Standards Manual](#)
- [10.3.1 EOC 5 Sample LOS From Master Plan](#)
- [10.3.1 EOC 6 Park Maintenance Classification Plan](#)
- [10.3.1 EOC 7 Master Plan LOS Peer City Benchmarks](#)
- [10.3.1 EOC 8 Privet Removal SOP](#)
- [10.3.1 EOC 9 Master Plan Appendix G Detailed Maintenance LOS](#)



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### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 20 - Needs Assessments, Evaluation and Action Research, pp. 723-726.

In 2019, the Parks and Recreation Department embarked on a city-wide community survey to identify the community's needs and wants. A total of 10,000 postcards were sent throughout the community to help garner public support and to encourage residents to complete the survey. In addition to hardcopies available throughout the City, the survey was also available online. Non-residents were also allowed to take the survey, with this data stored separately from that of resident respondents. The survey results helped direct the update to the Parks, Recreation and Trails Master Plan.

Additionally, the Parks and Recreation Department conducted an additional system-wide survey as part of the Master Plan for the entire Parks, Recreation and Trails System. Additionally, outside consultants provided needs assessments in 2021 and in the National Community Survey from 2022.

#### **Agency Evidence of Compliance:**

[10.4 EOC 1 Denton Parks and Recreation Needs Assessment Survey Results](#)

[10.4 EOC 2 National Community Survey 2022 Report of Results](#)

[10.4 EOC 3 Denton Master Plan Survey Summary](#)

[10.4 EOC 4 PROS Program Assessment Report \(2021\)](#)

[10.4 EOC 5 PROS Ground Maintenance Assessment \(2021\)](#)



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### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 6 - Program and Services Management, pp. 145-147.

The Department continually gathers data about program performance – including metrics such as attendance, program costs, and ticketing revenue – and reviews the data every quarter during the fiscal year. The wide-ranging metrics tracked by Departmental staff include patron surveys, facility usage, programs offered, project completion, marketing efforts, and other internal processes. The department uses the data to determine staff needs and to make program adjustments.

#### **Agency Evidence of Compliance:**

[10.5 EOC 1 Performance Measurements and Data Source](#)

[10.5 EOC 2 Program Survey Results](#)

[10.5 EOC 3 Center Performance Measures](#)

[10.5 EOC 4 Adult Athletics Programs Performance Measures](#)

[10.5 EOC 5 PROS Denton Maintenance Assessment \(2021\)](#)

[10.5 EOC 6 PROS Denton Parks and Recreation Program Assessment \(2021\)](#)

[10.5 EOC KDB & Clear Creek Performance Measures](#)



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### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 10 - Managing Maintenance Operations, pp. 293-294; Chapter 11 - Information Technology, pp. 323-329; Chapter 20 - Needs Assessments, Evaluation and Action Research, pp. 736.

The Parks and Recreation Department is continuously researching new programs and trends in the industry. Program coordinators, supervisors, and managers remain actively engaged with peers in the Parks and Recreation industry by regularly attending meetings and conferences to learn emerging trends. These regional and national meetings and conferences include: the Texas Recreation Parks & Society (TRAPS), National Recreation and Parks Association (NRPA), Texas Amateur Athletic Federation (TAAF), World Waterpark Association (WWA), Texas Public Pool Council (TPPC), International Association of Amusement Parks and Attractions (IAAPA) and Recreation Management.

At the latest NRPA conference, for example, staff came away several ideas to implement in our own programs at Denton Parks and Recreation. These ideas for implementation range across the gamut of Parks processes and include areas such as outreach, marketing, safety, adapted recreation, customer service, programming, inclusion, and leadership.

The department's registration software, *CivicRec*, provides a variety of reports for programs and facility usage. This information is gathered and analyzed by the appropriate staff to determine the program status and to assess how programs can be improved. Lastly, resident survey instruments help staff answer the question: "What future program would you like to see offered?" This question helps parks programmers to identify trends for future programming.

The Parks and Recreation Department has responded to recent trends in Recreation and Leisure by building new pickleball courts, initiating aquatic aerobics including paddleboard exercises, and exploring the additional use of mobile recreation to reach audiences who may currently be underserved by the department. Parks and Recreation staff continue to refine programming for all age groups including Kids' and Teens' Days allowing children a night of fun while their parents enjoy a night without their children. Yappy Hour events let dog owners socialize while enjoying an adult beverage, or two.



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### Agency Evidence of Compliance:

[10.5.1 EOC 1 IAAPA Family Entertainment Center Benchmark Report FY 2019 \(September 2020\)](#)

[10.5.1 EOC 2 IAAPA Global Theme and Amusement Park Outlook 2020-2024 \(Waterpark\)](#)

[10.5.1 EOC 3 Recreation Management Trends in Parks and Recreation Trends Report 2021](#)

[10.5.1 EOC 4 Recreation Management Sports & Rec Center Trends 2021](#)

[10.5.1 EOC 5 Program Survey Results](#)

[10.5.1 EOC 6 Recreation Management State of the Managed Rec Industry 2021](#)

[10.5.1 EOC 7 Mobile Rec Program Goals Presentation](#)

[10.5.1 EOC 8 End of Year Aquatics and Rec Care Presentation](#)

[10.5.1 EOC 9 Results Driven from Conferences and Training](#)



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### 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.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 6 - Program and Services Management, pp. 126.

The Parks and Recreation Department maintains an inventoried list of undeveloped, developed, and prospective parkland. Additionally, the Department maintains GIS mapping data of these inventoried properties. Regarding programs and services, the Department maintains a detailed program matrix and provides to residents a listing of community offered programs.

#### **Agency Evidence of Compliance:**

[10.5.2 EOC 1 Parks, Recreation and Trails System Master Plan Map 2022](#)

[10.5.2 EOC 2 Parks Amenities Matrix](#)

[10.5.2 EOC 3 Recreation Programs and Service Delivery Matrix](#)

[10.5.2 EOC 4 Denton Community Inventory](#)

[10.5.2 EOC 5 Complete Park Land Inventory 2022](#)





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### 10.5.2 – NRPA Park Metrics

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

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

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 10 - Managing Maintenance Operations, pp. 294; Chapter 11 - Information Technology, pp. 324; Chapter 20 - Needs Assessments, Evaluation and Action Research, pp. 728.

Denton Parks and Recreation Staff submit metrics for the NRPA Agency Performance Survey on an annual basis. The latest report Agency Performance Review received included NRPA Parks Metric Data as of February 2022.

#### **Agency Evidence of Compliance:**

[10.5.3 EOC 1 NRPA Agency Metrics 2022](#)

[105.3 EOC 2 NRPA 2022 Agency Performance Review](#)



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### 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.

*Informational reference in the Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 20 - Needs Assessments, Evaluation and Action Research, pp. 725-726.*

The Parks and Recreation Department regularly participates in various experimental and demonstration projects.

In 2018 of the aquatics division underwent an assessment to analyst organizational needs and meet industry-specific best practices. The study laid the groundwork to increase the number of full and part time staff at the Natatorium and Water Works Park.

In 2019 park maintenance implemented a one-year test of the model at Denia Park for the proposed Integrated Pest Management Program (IPM). The IMP proved successful and was adopted by the City Council for citywide implementation the next year.

In 2020 the park maintenance division tested several new technologies to improve operational efficiency. They tested products and approaches included using a Green Machine mower, robotic mowers, and robotic turf stripers. Successful provisional and experimental programs are often rolled out across the City’s Park properties.

More recently in 2021, Parks Maintenance staff experimented with the use of grazing goats as a way to diminish invasive species overgrowth in some park areas. The use of goats was initially promising – they were ecological, relatively inexpensive, and able to diminish the volume of invasive growth, even if they did not have the capability of preventing new growth of invasive species, especially privet. In the 2022 SOP that developed after the goat-grazing experiment, staff determined that goats were useful in reducing the volume of growth, and their use makes sense as before a more robust removal intervention. Ultimately though, the SOP calls for more direct interventions that do a better job of reducing the regrowth of privet.



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The agency also continues to research possible collaborations with other public organizations such as the County, school district, and other public and private organizations whose goals align with our core values and who would help us advance our mission. Accordingly, the Denton Parks and Recreation Department is currently exploring how best to work with the LaGrone Academy at Denton ISD – a vocational high school with programs in several technical areas.

In 2023 we are exploring the development of a Mobile Recreation program to bring recreation activities directly to the community in an effort to encourage and support outdoor play and physical activity in underserved areas and to build awareness of Denton Parks and Recreation programs and services through additional community outreach efforts. We are also looking to develop partnerships with local hospitals and medical providers to implement a parks prescription program, ParkRX, to encourage physical activity while creating awareness of near-by parks and their health benefits.

### **Agency Evidence of Compliance:**

[10.6 EOC 1 Aquatic Assessment 2018](#)

[10.6 EOC 2 Integrated Pest Management Manual 2019](#)

[10.6 EOC 3 Green Machine Mower 2020](#)

[10.6 EOC 4 Goat Usage \(Friday Report\) 2021](#)

[10.6 EOC 5 Privet and Environmental Services SOP 2022](#)

[10.6 EOC 6 Parks and Rec Collab LaGrone Academy](#)

[10.6 EOC 7 Mobile Recreation Plan](#)



## COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES THE NATIONAL ACCREDITATION STANDARDS

### 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.

*Informational reference in the Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 20 - Needs Assessments, Evaluation and Action Research, pp. 731,740.*

The City of Denton Parks and Recreation Department monitors customer satisfaction and perception of facilities, services, and program quality through an annual citywide citizen survey. Staff also translates survey data into a format that the department can use for making appropriate operational changes.

After programs, activities, and events, supervisors and coordinators distribute a program evaluation survey to all participants or guardians of participants using either a hard copy evaluation form or online program evaluation within *CivicRec*. Online surveys are distributed via email automatically one day after the program or rental occurs. *CivicRec* tabulates the survey results.

Patrons can also contact management with questions and comments through the City of Denton’s website, Engage Denton or the Department’s Facebook page. An email sent through the website is forwarded to the appropriate staff member for follow-up. Staff reply to all email inquiries within 24 hours. The Parks and Recreation Department also allows feedback to reach staff about facilities and programs that are currently in the planning and construction phase through our Discuss Denton web interface.

The Parks and Recreation Department is in the beginning phase of initiating a Parks Audit Program that identifies, standardizes, and rates maintenance standards and performance across all parks and parks facilities.

#### **Agency Evidence of Compliance:**

[10.6.1 EOC 1 National Community Survey 2022](#)

[10.6.1 EOC 2 Program Survey Results](#)

[10.6.1 EOC 3 Facility Rental Survey](#)

[10.6.1 EOC 4 Childcare Survey](#)



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- [10.6.1 EOC 5 Birthday Party Survey](#)
- [10.6.1 EOC 6 Facebook Customer Message](#)
- [10.6.1 EOC 7 Engage Denton Request](#)
- [10.6.1 EOC 8 Discuss Denton Representative Project Page](#)
- [10.6.1 EOC 9 Park Audit Form](#)