

IMAGINE TOMORROW!
Arts, Parks And Recreation For All
Master Plan

APPENDIX D

CAPRA RESOURCES

- » Assessment
- » Recommendations for CAPRA Accreditation
- » CAPRA Standards
- » General Security Plan Template
- » Evaluation Process
- » Pre-Program Analysis Worksheet
- » Post-Program Analysis Worksheet

COMMISSION ON ACCREDITATION FOR PARK AND RECREATION AGENCIES ANALYSIS

The Commission for Accreditation of Park and Recreation Agencies (CAPRA) accredits park and recreation agencies for excellence in operation and service. Charged with providing high quality services and experiences, park and recreation agencies across the United States turn to CAPRA Accreditation as a credible and efficient means of achieving a quality operation, while providing assurance to the public that the agency meets national standards of best practice. Agency accreditation is available to all entities administering park and recreation systems, including municipalities, townships, counties, special districts and regional authorities, councils of government, schools, and military installations.

BENEFITS FOR THE PUBLIC

- Assurance and validation of well-administered services in accord with approved professional practices.
- Potential for external financial support and savings to the public.
- External recognition of a quality governmental service.
- Holds an agency accountable to the public and ensures responsiveness to meet their needs.
- Improves customer and quality services.

BENEFITS FOR THE AGENCY

- Public and political recognition.
- Increased efficiency and evidence of accountability.
- Answers the question, "How are we doing?" through extensive self-evaluation.
- Identifies areas for improvement by comparing an agency against national standards of best practice.
- Enhances staff teamwork and pride by engaging all staff in the process.
- Creates an environment for regular review of operations, policies, and procedures, and promotes continual improvement.
- Forces written documentation of policies and procedures.

There are currently 192 agencies nationwide that are accredited. The Lakewood Community Resources Department can be accredited within the next ten years. Accreditation is based on an agency's compliance with the 151 standards for national accreditation. To achieve accreditation, an agency must comply with all 37 Fundamental Standards and 103 (90%) of the 114 Non-Fundamental Standards upon initial accreditation and 108 (95%) of the 114 Non-Fundamental Standards upon reaccreditation.

In conducting an analysis of the administrative policies and procedures that govern the Lakewood Community Resources Department, a self-assessment utilizing the CAPRA standards was conducted.















The self-assessment provides a strong analysis of its readiness for application for CAPRA Accreditation and gives the Department a road map on where to focus if efforts going forward. After conducting the self-assessment, the Lakewood

Community Resources Department does not currently meet CAPRA requirements and the results are a strong indicator that the Department operates as a best practice agency.

Fundamental Standards Completion (must equal 100%)	75%
Remaining Standards Completion (must be at least 90%)	78%
Does NOT Meet Requirements	

The following sections provide a snapshot of the self-assessment for the CAPRA standards. Please note, that standards marked in **RED** are Fundamental standards and are required of all agencies seeking accreditation. The Level of Completion is indicated by a shaded circle; unshaded circles are areas Lakewood staff needs to fulfill to meet the Fundamental or Basic standards for CAPRA.


AGENCY AUTHORITY, ROLE, AND RESPONSIBILITY

CAPRA: National Accreditation Standards Checklist	
Standard	Readiness
1.0 Agency Authority, Role, and Responsibility	
1.1 Source of Authority	
1.1.1 Approving Authority/Policy Body	
1.1.2 Citizen Advisory Boards/Committees	
1.2 Periodic Review of Documents	
1.2.1 Document Approval Authority	
1.3 Jurisdiction	
1.4 Mission	
1.4.1 Agency Goals and Objectives	
1.4.2 Personnel Involvement	
1.5 Vision	
1.6 Policies, Rules Regulations, and Operational Procedures	
1.6.1 Administrative Policies and Procedures	
1.7 Agency Relationships	
1.7.1 Operational Coordination and Cooperation Agreements	

SUMMARY OF AGENCY, AUTHORITY, ROLE, AND RESPONSIBILITY

- **Fundamental Standards:** The Department currently meets 100% of the fundamental standards required in this section.
- **Basic Standards:** The Department currently meets 94% of the basic standards required in this section.

PLANNING

CAPRA: National Accreditation Standards Checklist	
Standard	Readiness
2.0 Planning	
2.1 Overall Planning Function Within Agency	
2.2 Involvement in Local Planning	
2.3 Planning with Regional, State, and Federal Agencies	
2.3.1 Community Comprehensive Plan with Park and Recreation Component	
2.4 Park and Recreation System Master Plan	
2.5 Strategic Plan	
2.6 Feasibility Studies	
2.7 Site Plans	
2.8 Historical and Cultural Resource Management Plans	
2.9 Community Involvement	
2.10 ADA Transition Plan	

SUMMARY OF PLANNING

- **Fundamental Standards:** The Department currently meets 75% of the fundamental standards required in this section.
- **Basic Standards:** The Department currently meets 92% of the basic standards required in this section.
































ORGANIZATION AND ADMINISTRATION

SUMMARY OF ORGANIZATION AND ADMINISTRATION

CAPRA: National Accreditation Standards Checklist	
Standard	Readiness
3.0 Organization and Administration	
3.1 Organizational Structure	
3.2 Administrative Offices	
3.2.1 Support Services	
3.3 Internal Communication	
3.4 Public Information Policy and Procedure	
3.4.1 Public Information and Community Relations Responsibility	
3.4.2 Community Relations Plan	
3.4.3 Marketing Plan	
3.4.3.1 Marketing Responsibility	
3.4.3.2 Social Media Policy	
3.5 Utilization of Technology	
3.5.1 Management Information Systems	
3.6 Records Management Policy and Procedures	
3.6.1 Records Disaster Mitigation and Recovery Plan and Procedures	

- **Fundamental Standards:** The Department currently meets 94% of the fundamental standards required in this section.
- **Basic Standards:** The Department currently meets 80% of the basic standards required in this section.







HUMAN RESOURCES

CAPRA: National Accreditation Standards Checklist	
Standard	Readiness
4.0 Human Resources	
4.1 Personnel Policies and Procedures Manual	
4.1.1 Code of Ethics	
4.1.1.1 Staff Acceptance of Gifts and Gratuities	
4.1.2 Recruitment Process	
4.1.3 Equal Opportunity Employment and Workforce Diversity	
4.1.4 Selection Process	
4.1.5 Background Investigation	
4.1.6 Employee Benefits	
4.1.7 Supervision	
4.1.8 Compensation Plan	
4.1.9 Performance Evaluation	
4.1.10 Promotion	
4.1.11 Disciplinary System	
4.1.12 Grievance Procedures	
4.1.13 Termination and End of Employment	
4.1.14 Social Media Policies Regarding Staff Use	
4.2 Staff Qualifications	
4.3 Job Analyses for Job Descriptions	
4.4 Chief Administrator	
4.4.1 Leadership Succession Procedure	
4.5 Workforce Health and Wellness Program	
4.6 Orientation Program	
4.6.1 Employee Training and Development Program	
4.6.2 Professional Certification and Organization Membership	
4.7 Volunteer Management	
4.7.1 Use of Volunteers	
4.7.2 Volunteer Recruitment, Selection, Orientation, Training, and Retention	
4.7.3 Supervision and Evaluation of Volunteers	
4.7.4 Recognition of Volunteers	
4.7.5 Liability Coverage for Volunteers	
4.8 Consultants and Contract Employees	

SUMMARY OF HUMAN RESOURCES

- Fundamental Standards:** The Department currently meets 96% of the fundamental standards required in this section.
- Basic Standards:** The Department currently meets 86% of the basic standards required in this section.












FINANCIAL MANAGEMENT

CAPRA: National Accreditation Standards Checklist	
Standard	Readiness
5.0 Financial Management	
5.1 Fiscal Policy	
5.1.1 Comprehensive Revenue Policy	
5.1.2 Agency Acceptance of Gifts and Donations	
5.1.3 Grants Procedures	
5.1.4 Private, Corporate, and Non-Profit Support Procedures	
5.2 Fiscal Management Procedures	
5.2.1 Authority and Responsibility for Fiscal Management	
5.2.2 Purchasing Procedures	
5.2.2.1 Emergency Purchase Procedures	
5.3 Accounting System	
5.3.1 Financial Status Reports	
5.3.2 Position Authorization Procedures	
5.3.3 Fiscal Control and Monitoring Procedures	
5.3.4 Independent Audit	
5.4 Annual or Biennial Budget	
5.4.1 Budget Development Guidelines	
5.4.2 Budget Recommendations	
5.5 Budget Control Procedures	
5.5.1 Supplemental/Emergency Appropriations Procedures	
5.5.2 Inventory and Fixed Assets Control	

SUMMARY OF FINANCIAL MANAGEMENT

- **Fundamental Standards:** The Department currently meets 86% of the fundamental standards required in this section.
- **Basic Standards:** The Department currently meets 92% of the basic standards required in this section.

PROGRAMS AND SERVICES MANAGEMENT

CAPRA: National Accreditation Standards Checklist	
Standard	Readiness
5.0 Financial Management	
5.1 Fiscal Policy	
5.1.1 Comprehensive Revenue Policy	
6.0 Programs and Services Management	
6.1 Recreation Programming Plan	
6.1.1 Program and Service Determinants	
6.1.2 Participant Involvement	
6.1.3 Self-Directed Programs and Services	
6.1.4 Leader-Directed Programs and Services	
6.1.5 Facilitated Programs and Services	
6.1.6 Cooperative Programming	
6.2 Program Objectives	
6.3 Scope of Program Opportunities	
6.3.1 Outreach to Diverse Underserved Populations	
6.4 Community Education for Leisure Process	
6.4.1 Community Health and Wellness Education and Promotion	
6.5 Code of Conduct	
6.5.1 Concussion Protocol	

SUMMARY OF PROGRAMS AND SERVICES MANAGEMENT

- **Fundamental Standards:** The Department currently meets 17% of the fundamental standards required in this section.
- **Basic Standards:** The Department currently meets 36% of the basic standards required in this section.

FACILITY AND LAND USE MANAGEMENT

CAPRA: National Accreditation Standards Checklist	
Standard	Readiness
7.0 Facility and Land Use Management	
7.1 Parkland Acquisition Procedures	
7.2 Areas and Facilities Development Policies and Procedures	
7.2.1 ADA Existing Facility and Site Access Audit	
7.3 Defense Against Encroachment Procedures	
7.4 Disposal of Lands Procedures	
7.5 Maintenance and Operations Management Standards	
7.5.1 Facility Legal Requirements	
7.5.2 Preventative Maintenance Plan	
7.6 Fleet Management Plan	
7.7 Agency-Owned Equipment, Materials, Tools, and Supplies Policies and Procedures	
7.7.1 Building Plans and Specifications	
7.7.2 Land and Lease Records	
7.8 Environmental Sustainability Policy and Program	
7.9 Natural Resource Management Plans and Procedures	
7.9.1 Recycling and/or Zero Waste Plan	
7.10 Maintenance Personnel Assignment Procedures	
7.11 Capital Asset Depreciation and Replacement Schedule	

SUMMARY OF FACILITY AND LAND USE MANAGEMENT

- Fundamental Standards:** The Department currently meets 25% of the fundamental standards required in this section.
- Basic Standards:** The Department currently meets 81% of the basic standards required in this section.







PUBLIC SAFETY, LAW ENFORCEMENT, AND SECURITY

CAPRA: National Accreditation Standards Checklist	
Standard	Readiness
8.0 Public Safety, Law Enforcement, and Security	
8.1 Codes, Laws, and Ordinances	
8.1.1 Staff Liaison to Law Enforcement Officers	
8.2 Authority to Enforce Laws by Law Enforcement Officers	
8.3 Law Enforcement Officer Training	
8.4 Public Information on Laws, Ordinances, Rules, Regulations, and Policies	
8.4.1 In-Service Training for Staff on Public Safety and Law Enforcement	
8.4.2 Handling of Disruptive Behavior Procedures	
8.4.3 Traffic Control, Parking plans, and Crowd Control	
8.4.4 Handling of Evidentiary Items Procedures	
8.5 General Security Plan	
8.6 Emergency Management Planning	
8.6.1 In-Service Training for Staff on General Security and Emergency Management	
8.6.2 Emergency Risk Communications Plan	
8.6.3 Care and Shelter Procedures	

SUMMARY OF PUBLIC SAFETY, LAW ENFORCEMENT AND SECURITY

- **Fundamental Standards:** The Department currently meets 42% of the fundamental standards required in this section.
- **Basic Standards:** The Department currently meets 66% of the basic standards required in this section.

RISK MANAGEMENT

CAPRA: National Accreditation Standards Checklist	
Standard	Readiness
9.0 Risk Management	
9.1 Risk Management Policy	
9.1.1 Risk Management Plan and Procedures	
9.1.2 Accident and Incident Report Procedures	
9.1.3 Personnel Involvement and Training	
9.2 Risk Manager	
9.3 ADA Compliance and Face-to-Face Resolution	

SUMMARY OF RISK MANAGEMENT

- **Fundamental Standards:** The Department currently meets 100% of the fundamental standards required in this section.
- **Basic Standards:** The Department currently meets 70% of the basic standards required in this section.

EVALUATION, ASSESSMENT, AND RESEARCH

CAPRA: National Accreditation Standards Checklist	
Standard	Readiness
10.0 Evaluation, Assessment, and Research	
10.1 Systematic Evaluation Process	
10.1.1 Responsibility for Evaluation	
10.1.2 Staff Training on how to Evaluate Programs, Services, and Facilities	
10.2 Outcomes Assessment	
10.3 Performance Measurement	
10.3.1 Level of Service Standards	
10.4 Needs Assessment	
10.5 Program and Services Statistics	
10.5.1 Recreation and Leisure Trends Analysis	
10.5.2 Community Inventory	
10.5.3 NRPA Park Metrics	
10.6 Research Investigation	
10.6.1 Quality Assurance	

SUMMARY OF EVALUATION, ASSESSMENT, AND RESEARCH

- **Fundamental Standards:** The Department currently meets 0% of the fundamental standards required in this section.
- **Basic Standards:** The Department currently meets 58% of the basic standards required in this section.

SPECIFIC POLICY AND PROCEDURE RECOMMENDATIONS

Though there are several policies and procedures that need to be updated or developed as identified through the CAPRA self-assessment. It is recommended that the following items be developed/updated and implemented within the next one to three years as they are not only critical to obtaining accreditation, but are exceptionally important to the Community Resources Department functioning as a high performing agency.

RECOMMENDED POLICIES & PROCEDURES	BENEFIT	DIVISION RESPONSIBLE
HIGHEST PRIORITY		
Arts, Parks and Recreation Programming Plan	Provide consistent delivery and evaluation of recreation programs cost of service	All Department Divisions
Maintenance and Operations Management Standards	Provide consistent efficient and effective maintenance services	Administration/Recreation
General Security Plan	Ensure safe and high quality experiences; Prevent unauthorized access to restricted areas; Prevent sabotage/theft of property; Encourage vigilance; Raise alarm in reaction to security threat or incident	Administration
PRIORITY		
Comprehensive Revenue Policy	Update policy developed on classification of services and level of benefit received upon completion of Cost of Service Study; Opportunities to increase non-tax revenue	All Department Divisions
Program Objectives	Provide focused and consistent delivery and programs and services	All Department Divisions
Authority to Enforce Laws by Law Enforcement Officers	Ensure safe and high quality experiences; Encourage vigilance, as well as general awareness of security.	Administration/Parks
Systematic Evaluation Process	Evaluation of programs, facilities and services and operational to ensure efficiency and effectiveness.	All

CAPRA ACCREDITATION

PROGRAM PLAN FRAMEWORK OVERVIEW

The Program Plan is a fundamental standard for CAPRA accreditation. A framework for developing the Department's Program Plan was created as part of the ***Imagine Tomorrow!*** planning process. The framework is a starting point and provides Department leadership with guidance on how to develop the Program Plan in a way that fulfills the standard for CAPRA accreditation. The Program Plan Framework details Lakewood's program planning model, populations served, program development process, range of programmatic opportunities available and how the department is organized to implement programs and services. This plan recommends that the Department pursue developing a detailed Program Plan with core program services, objectives and actions. Two components to consider in developing the Program Plan are Program Standards and Operation and Pricing Standards, briefly described below.

Program Standards

Program standards are developed to support core programs and services. The standards focus on delivering a consistent high-quality experience while achieving operational and cost recovery goals as well as marketing and communication standards that are needed to create awareness and customer loyalty. The plan should 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.

To assist staff in its continual pursuit of delivering high-quality consistent programs to the community and in achieving the cost recovery goals, CAPRA recommends the following standards that should be followed, if they are not already in practice.

High-Quality Experience Standards

CAPRA requires 25 standards to be in place to demonstrate that the Department is providing a high-quality experience. Standards address specifications related to instructor qualifications, class or program sizes, availability of support staff, physical quality of facilities and equipment, participant feedback and recognition for achievements, disciplinary actions, program curriculum, and performance measures among others.

The detailed list of High Quality Experience Standards can be found on the following pages.

Operation and Pricing Standards

CAPRA specifies seven standards for operations and pricing for recreation programs. The standards require pricing based on cost-of-service, a scholarship program, regular benchmarking against peer and competitor service providers, annual evaluation of non-core service programs and performance measures for partner agencies. Using the CAPRA operational and pricing standards as guidance, this plan recommends that the Department develop a Fees and Charges Policy.

Implications for Developing the Program Plan

A unifying vision is needed for all divisions that provide parks and recreation programs, so staff understand the important role they play in the success of the Department. The vision process starts with the alignment between a unified vision from agency leadership and frontline staff's ability, support and resources to do what is asked of them. Programming staff already comply with most of the High Quality Experience Standards and developing the Program Plan will formalize those practices that are already in place.

Given the complexity of working with information in large organizations, an increased focus on data collection, management and analytics is warranted. Good information allows for good analytics, and in turn, good decision-making capabilities when developing the Program Plan.

Performance Measures

Performance measures are the backbone of successful organizations. Performance measures have evolved beyond the simple collection of facts that measure volume of work. The key components of modern performance measurement are:

- » **Outcomes** are the benefits or changes for participants in programs or recipients of services during or after the program or strategy is implemented.
- » **Inputs** are the physical, financial, and human resources allocated to or consumed to do work.
- » **Activities** are what the program or strategy does with the inputs provided. Activities include the tasks, steps, methods, techniques, and operations performed.

- » **Outputs** are the elements of operation or level of effort, the products or services resulting from the implementation or accomplishment of work.
- » **Efficiency** is measured by the unit cost required to perform the work in terms of dollars. "How well did the organization "use" the budget to perform work?"
- » **Effectiveness** is a service quality measure of the work performed. Effectiveness is measured in the percentage of work set out to be performed.

It is recommended that the Department develop three to five performance measures for each of the ten core program areas to determine and communicate the level of success they are achieving on an annual basis. From these core program area performance measures, the Department will identify three to five Key Performance Measures that are most representative of the Department's functions.

MAINTENANCE MANAGEMENT PLAN OVERVIEW

The Maintenance Management Plan contains recommendations that were developed following intensive review of the Department's current site and asset maintenance responsibilities and considering industry best practices and experience of the Consulting Team. The recommendations support strategic decisions of the city for maintaining high quality parks, open space, trails and recreation assets into the future.

Purpose of the Maintenance Management Plan

The purpose of the Maintenance Management Plan is to clearly define the requirements and actions of the Community Resources Department for maintaining high-quality arts, parks, open spaces, trails and recreation sites and assets over the next 10 years. This includes consideration of existing conditions of the current inventory, as well as additional sites and assets that are being considered within the next five years.

The Maintenance Management Plan will enable the Department and the City to improve the identification, justification and prioritization of maintenance requirements for arts, parks and recreation sites and assets. This is achieved by establishing a clear quantification of resources necessary to maintain the current system as high-quality, accounting for aging

facilities that continually deteriorate from use, as well as incorporating sites and assets being considered for addition to the Lakewood arts, parks and recreation system in the upcoming years.

Data Collection and System Review

In January 2022, the Consulting Team performed a cursory assessment of the sites and facilities within the Lakewood Community Resources Department system including, but not limited to parks, trails, structures and facilities. These assessments establish an accurate understanding and 'snapshot' of the existing conditions of sites and facilities within the system, and support the foundation, or reference point, from which specific strategies and recommendations are framed within this report.

There were four key findings identified through the site and facility assessments:

1. Parks and facilities are generally well-maintained
2. There are insufficient labor and budget resources
3. Usage demands outpace available supply
4. Lakewood excels at park connectivity

The first two findings are central to the maintenance efforts of the Department and strongly influenced the Maintenance Management Plan. Parks and facilities are currently maintained in a high-quality manner, but insufficient labor and budget resources will inhibit maintaining current standards with the sites being considered for acquisition or development.

Key Maintenance Management Plan Recommendations

Regular maintenance resource requirements have been quantified into parameters that meet the current standard for site and facility conditions. These parameters can serve the Department and the City to sufficiently plan for the budget and resources necessary to maintain the current quality of sites and facilities with a growing and evolving inventory. It is critical that assets be sufficiently maintained throughout their lifecycle to avoid problematic issues including, but not limited to asset failure, premature capital replacement, and the build-up of significant deferred maintenance.

APPENDIX D - CAPRA STANDARDS

HIGH QUALITY EXPERIENCE STANDARDS

For core services, the following standards must be in place to promote a high-quality experience:

- Instructor or program coordinators' qualifications are consistent with in-the-field experience in the program specialty for which they are responsible.
- The instructor-to-participant ratios are appropriate for the participant to feel safe and attended to.
- The program is provided in the appropriate safe and clean recreation space, either indoor or outdoor, designed for that program.
- Minimum and maximum numbers of participants are set for the program or class that will allow for a high-quality experience.
- Recreation equipment or supplies that are used by the participant are high quality, safe, and appropriate for the participants to use or consume.
- The length of the program is commensurate with the attention capability of the participants to respond effectively and enjoy themselves in the activity.
- Appropriate support staff or volunteers are in place to help guide participants and support teachers or program supervisors.
- Staff is trained in first aid and CPR. Volunteers are trained in first aid and CPR when appropriate.
- A first aid kit is readily available and accessible in less than a minute.
- Staff and volunteers are trained in customer service and diversity training to make all participants feel welcome and appreciated.
- Customer feedback methods are in place to seek input from participants on their expectations of the program and the results of their experience. This should include pre- and/or post-evaluation focus groups or trailer calls.
- Pricing of services is explained to participants and/or parents on the level of investment they are making in the program and the level that Lakewood Community Resources Department is investing in their experience.
- Each instructor or program supervisor should have a toolbox that includes their class or program roster, with phone numbers or email addresses, name tags for participants, customer evaluations for users, registration forms, a program guide, pertinent recreation information and emergency phone numbers, thank you cards for participants at the end of the class, and an introduction sheet of what will occur in the program or class, how it will be conducted, and what outcomes we hope to achieve.
- All class or program policies are available to the instructor or program supervisor to adequately explain policies to the user.
- Appropriate recognition and awards are given at the end of the program to participants based on outcomes achieved or skills learned.
- New staff, volunteers, and contract employees working with children will have background checks.
- Any disciplinary actions taken by an instructor or program supervisor with a program participant will be written and documented.
- Class, program curriculum, or work plans will be prepared by the instructor and program supervisor before the class or program begins and is signed off by the appropriate program staff within the Community Resources Department.
- Staff will be dressed in the appropriate Community Resources Department uniform that includes a nametag.
- Drivers that transport participants must have the appropriate license, certifications, and authorization.
- Equipment or program space will be inspected prior to the class or program; noted by the instructor or program supervisor; and recorded daily, weekly, and monthly.
- Performance measures tracked will be shared with instructors or program staff at the end of each session.
- Exit interviews will be conducted with part-time staff before they leave each season and noted in their file as to re-hire or not.

- A class or program budget will be prepared for each activity and shared with the instructor or supervisor on how class monies are spent. Final budget results will be documented at the end of the program area and shared with the supervisor or manager.
- Appropriate required licenses and certifications set by law will be reviewed and filed before programs begin.

OPERATIONAL AND PRICING STANDARDS FOR PROGRAMS

- Pricing of services will be established based on cost-of-services and overlaid into programs or classes based on primetime and non-primetime rates, location, time, age segment, group, and level of exclusivity that users receive over and above use by general taxpayers. Staff will be trained in setting prices.
- Scholarship programs are in place for those that require financial assistance in order to participate in Lakewood Community Resources Department facilities and programs.
- Results of cost of service for programs will be posted and shared with staff on all services regardless of whether they are underperforming, meeting, or exceeding the recovery goals.
- On a regular basis, competitor and other service providers will be benchmarked and evaluated for changes they are making and how they compare with division efforts in their core services provided.
- Partnerships with core program services will be updated yearly, their level of contribution will be documented, and tracking performance measures will be shared with each partner.
- Non-core services will be evaluated yearly and reduced, eliminated, or transferred to other service providers reducing the impact on staff time.
- Maintenance and program staff will discuss standards for programs taking place in CR amenities in the CR Department annually.

General Security Plan Template

Table of Contents

Major Areas, Buildings or Facilities:

Introduction

- A. Locking key systems and associated assignments**
- B. Alarm System and Assignment of Security Code**
- C. Opening and Closing Procedures**
- D. Fire alarm and Fire Suppression Systems**
- E. Emergency Evacuation Procedures**
- F. Critical Incident Response Procedures**

Below are department-wide critical incident response procedures. Each category lists procedures all divisions will follow.

Robbery & Burglary

Life Threatening Injuries

Contact with Bodily Fluid

Fire Procedures

Suspicious Persons

Communication During an Emergency

Lost Person

Bomb Threats

Tornado/Hurricane

Hail Storms

Shelter/Lockdown

Major Areas, Buildings or Facilities:

Introduction

It is the purpose of this General Security Plan to provide key safety and security information related to major buildings and facilities within the Community Resources Department (CRD) system. The information is listed by topic and then further divided by facility type.

Individual facilities may have safety plans, emergency procedures or facility information written specifically for those facilities. Staff should inquire about facility specific information with their supervisors.

The General Security Plan will be reviewed bi-annually. Refer to the log below for review dates and revisions.

Date of Review	Reviewed By	Description of Revisions	Page #

A. Locking key systems and associated assignments

Policy Statement: Facilities should have specific procedures for providing keys and/or combinations to staff. Keys/combinations should be tracked and accounted for when the employee leaves service. Facilities with combinations should change the combination at least once annually and more if needed due to breach of security.

KEY CONTROL REGISTER AND INVENTORY For use of this form see AR 190-11; the proponent agency is PMG.			
UNIT/ACTIVITY Ranger Lock Box - Spare/Extra Keys		PERIOD COVERED FROM: Jan 2019 TO: Dec 2019	
KEY CONTROL NUMBER(S) (Insert serial number or other identifying number from the key)			
1. Maintenance Yard - Master	27. Trailer Hitch Lock	53. Paper Towel/Toilet Paper	79.
2. Fiber Optics	28.	54.	80.
3. Golf Cart - (2)	29. Ranger 1 and 2 Office - Set	55.	81.
4. Cable Lock	30.	56.	82.
5. 0464	31. 0464	57.	83.
6. Ranger Office (OPS) - Master	32. Truck 1002	58.	84.
7. Gator	33. Water Tank Truck	59.	85.
8.	34. Conference Room - Ops	60.	86.
9. Tube Chute - TCM	35. Fischer Nature Center	61.	87.
10. Landa Haus - Set	36. Cleaning Closet	62.	88.
11. Combination	37. Ammo Box	63.	89.
12. Barricade Set	38. Ranger #2 WS and 3-Drawer File Cabinet	64.	90.
13. Dance Slab Breaker Box	39.	65.	91.
14. Lost and Found; Office/FA Supply Cabinets	40. NBU	66.	92.
15.	41. Aquatics	67.	93.
16. Recreation Center	42. Ranger Truck 1056 - Set	68.	94.
17.	43. Kiosks and Money Boxes	69.	95.
18.	44.	70.	96.
19. Truck 1001	45.	71.	97.
20.	46. Ylida's Office	72.	98. Gateway Lead
21. ATV - (2)	47. Bike Barn Truck Tool Box	73.	99. River Lead
22. Mini Golf -Master	48. Ranger Truck 1056 - Door Key Only	74.	100. Landa Lead
23. Modular 1&2	49. Rec Center Safe/Lock Box	75.	101. Night Patrol
24.	50. Downtown Restrooms	76.	102. Cypress/Last Tubers
25. ATV	51. Code to Outside Ops Lock Box = 6195	77.	103. Fischer Lead
26. Pyrotechnic Box (Ammo)	52. ALB	78.	104. Ranger 2

B. Alarm System and Assignment of Security Code

Policy Statement: Most city facilities should be monitored by alarm systems. Some facilities that are vulnerable for vandalism or theft may have security cameras that record video after hours. Recorded video should be retained for five years in order to comply with open records. Alarm codes should be specific to employees to assist with tracking of facility opening and closure. If alarms are monitored by a service, the facility manager should provide updated call out lists to the service once per year (more if needed due to employee turnover).

C. Opening and Closing Procedures

Policy Statement: All facilities should have documented opening and closing procedures to ensure that all daily tasks are completed appropriately. These tasks will assist with building maintenance, cleanliness and safety.

Aquatics Complex

- Coordinators will have a daily checklist for opening and closing. There is also an hourly checklist.
- Coordinators will assign the chores that need to be completed on the daily checklist, and staff are required to initial the checklist items that they clean. Staff may not clock out until cleared by a manager.

Daily Opening Checklist:

Inside Checklist:

- All mirrors, sinks, toilets, and windows wiped down
- Hallways swept and clear of debris, and shower drains
- Bathrooms stocked with toilet paper, paper towels and soap
- All trash cans contain liners
- Rotation schedule written
- All staff are clocked in and in proper uniform
- Cashiers have everything that they need for the day (change, paperwork, etc.)
- All gates are unlocked and ready to be opened

Outside Checklist:

- Pool chemicals are in proper range, drains are cleaned, pool is skimmed
- Spring fed feature pumps turned on and spring fed is clear of debris (including line lines and floating docks)
- All guard equipment is on the stands
- All ladders, rides, and features have been inspected and are in proper working order
- All sidewalks and grass are clear of debris
- All sheds are locked after equipment has been put out

Daily Closing Checklist:

Inside checklist:

- All sinks, paper towel dispensers, baby changing stations, and benches cleaned with all-purpose cleaner
- All mirrors cleaned with glass cleaner
- Water fountains cleaned with stainless steel cleaner
- All outsides of toilets and urinals cleaned with all purpose and inside with toilet bowl cleaner. (Urinal cakes changed if needed.)
- All trash cans, including ones in stalls, emptied and liners replace.
- All floors swept then scrubbed with cleaner, sprayed down, squeegeed and drains cleaned (including shower and hallways)
- All walls and stalls checked for graffiti, gum and stains
- Exterior gates closed and locked
- Supply closet is neat and clean
- All counters in first aid/guard/cashier rooms cleaned with all-purpose cleaner
- The guard room is clean, with all personal items gone. Microwave and fridge clean, all chairs on table.
- All paperwork signed for cashiers

Outside Checklist:

- All trash picked up on the ground, inside the facility (including under tables and on the dam)
- All trash cans emptied and flipped upside down
- All gutters at pool cleaned
- All concrete areas under picnic tables scrubbed and cleaned
- All trash bags are taken out and put in dumpsters with lid closed
- All equipment (backboards, toys, megaphones, tubes, etc.) put in lifeguard shed
- All sheds and gates locked

The supervisor has been made aware of any issues that have arisen during the day, and all equipment is otherwise in good repair and working order.

Boat House & Mini Golf

Opening Duties

- Get the petty cash from mini golf and count it to make sure it is all there.
- Unlock the gate.
- Put money in the register.
- Set up the register and remove the wooden block in the window.
- Put the motor on the rescue boat.
- Use hose to spray down the sidewalk.
- Use brooms/hose to clean off all boats.
- Empty trash and replace trash can liners.
- Unlock boats.
- Check that all drain plugs are in.
- Pick up trash and clean inside and outside of the facility.
- Put "Open" sign on ramp.
- (Check drain plugs and drain boats throughout the day!)

Closing Duties

- Bring in "Open" sign from ramp.
- Lock up boats and drain if necessary. Do not forget to put the drain plug back when you leave.
- Make sure all the life jackets are organized and placed on the hook.
- Pick up all trash in and around the facility and take it to the dumpster.
- Bring in the motor and lock up the rescue boat.
- Take money out of the register "Z it out".
- Complete cash report.
- Turn off the A/C, cash register, and all lights.
- Lock the door and gate.
- Take the deposit and petty cash back to mini golf.

Civic/Convention Center

Entrances - Locking and Unlocking

- Doors shall be unlocked weekdays from 8am until 5pm, unless a client has arranged for access before or after. In general, the building shall be unlocked at the earliest reserved move-in time and shall be locked at the latest move-out time (no earlier than 6am, no later than 1am). Clients reserving the entire facility may request entrances to remain locked until a specific time for the safety of their equipment. Staff may determine if entrances should instead be locked at the event end, allowing for exiting guests only through the reserved move-out time.
- To maintain a quiet and easily accessible facility, the Castell Avenue entrance doors shall be 'dogged down' (push bars in a closed position using an Allen wrench) and unlocked from the outside. The Seguin Avenue entrance doors shall be 'dogged down' to unlock the doors.
- The loading dock door shall also be unlocked from the earliest reserved move-in time and locked at the latest move-out time. Again, clients reserving the entire facility may request this door to remain locked until a specific time for the safety of their equipment. Staff shall work with client to determine if this door shall be locked during the event for safety and security. When clients are scheduled in the exhibit hall and ballroom, staff shall coordinate this decision with both clients.

- When locking and leaving the building, staff shall set the security alarm. When unlocking the building, staff shall enter through the loading dock door and enter their individual alarm code to disable the alarm.

Recreation Center

- Opening and closing procedures vary between areas (fitness, recreation, and aquatics).

Opening Procedures Checklist

- Clocked in and in proper uniform
- Use key to turn front doors to “auto”
- Walk the facility and ensure it is acceptable for all members
- Logon to RecTrac and ensure you have the correct amount of cash
- Open “Global Sales”/ “Touch POS”/” Pass Visit Processing”
- Coffee has been made and place at the coffee station for members.
- Voicemail and email have been checked and responded to
- Grab the reservation printout from printer (Prints at 4:45)
- Everything needed for the day is present (change, paperwork, etc.)
- Front desk counters organized
- Entryway is swept/mopped
- Counters have been cleaned with cleaning chemicals
- Dust/wipe down lobby area
- Entryway windows are cleaned with glass cleaner
- Ensure restrooms are clean/stocked
- Ask specialist/supervisor for additional tasks
- Walk around outside front of facility to pick-up trash/debris

Shift Change

Incoming:

- Clocked in and in proper uniform
- Everything needed for the day is present (change, paperwork, etc.)
- Voicemail and email have been checked and responded to
- Logon to RecTrac and ensure you have the correct amount of cash
- Open “Global Sales”/ “Touch POS”/” Pass Visit

Processing” Outgoing:

- Batch has been closed and reset with proper paperwork done and ready to be sent
- Daily notes have been passed on to the next shift
- Shift daily chore is completed
- Check out with specialist or supervisor

Closing Procedures Checklist

- Front desk counters organized
- Counters have been cleaned with cleaning chemicals
- West side (gym side) hallway swept/mopped
- West side (gym side) windows cleaned with glass cleaner
- All trash can liners in office area changed and hall trashcans
- Restock all printers/flyers/make additional copies if needed
- Check with fitness/floor/gym reps for additional tasks
- Ensure kitchenette is clean/coffee pots, dispensers, and mats are clean and ready for the morning

- Batch has been closed and reset with proper paperwork done and ready to be sent
- Daily pass on has been sent on “Pass down log” or “Telegram”
- Walk the facility to ensure all members have left the building
- Ensure all exterior doors are closed
- Use key to lock front sliding doors

Nature Education Center

Opening Duties

- Open butterfly garden and check rain gauge, and report.
- Make sure lights and tv displays are on.
- Sweep shop and porch. Mop with bucket (Thurs AM; Swiffer).
- Wipe windows and sweep out spiderwebs.
- Make sure merchandise is organized and stocked.
- Make sure nature center animals have been fed.
- Check mailbox outside.
- Tidy front desk.
- Check Arlo Cameras and replace batteries as needed.

Closing Duties

- Make sure nature center animals have been fed.
- Keep front desk dusted, organized, and clean.
- Sweep shop and porch. Mop with bucket (Sunday PM; Swiffer as needed).
- Wipe windows and sweep out spiderwebs.
- Take out trash/recycling.
- Sunday PM: Take recycle bin to the curb.
- Lock butterfly garden.
- Turn off all lights.
- Check that all doors and gates are closed.
- Set alarm and lock building.

Golf Course

Opening Procedures

- Golf course maintenance begins at 5:00 am.
- All employees must check schedule board for morning jobs.
- **Set-Up employee:**
 - Open all nine gates.
 - Open on-course restrooms on both sides of property and clean them. This includes restocking supplies, sweeping, and wiping down porcelain.
 - Clean off cart path (in front of pro shop), clean off steps and handicap ramps around clubhouse.
 - Move tee markers.
 - Check and change all five water coolers.
 - Change liners in trash cans (in and outside of restrooms and at all water stations).
 - Clean out hitting cages.

- **Bunker Employee:**
 - Spin all bunkers on course, cover up or pull any liner that is showing inside those bunkers, push up edges where sand might be falling off the faces, check placement of rakes around bunkers, and hand rake tire tracks at the entrance and exit areas.
- **Greens Mower Employee:**
 - Mow all 20 greens to the proper direction that is labeled on work board.
- **Pin Changer Employee:**
 - Change all 18-hole locations on course to new locations. These new locations must be placed fairly, and reasonable. No closer than one flag stick distance from the edge of the green, no closer than 3 feet from old hole location, and as vertical as possible.

On Duty Procedures

- Day to day duties after course set-up could change due to weather, tournaments, or projects. While on duty, employees will get new assignments from superintendent unless informed otherwise.
- At all times of the day, if no one is in the maintenance building both bay doors shall be closed.
- At all times employees must be cautious and polite to all golfers.
- If on a machine and employee cannot get an adequate amount of distance between them and golfers, the employee must either turn machine off or idle down until golfer has finish their current stroke or adequate distance is made.

Closing Procedures

- The maintenance department closes at different times depending on the daily task at hand that current day.
- Make sure all equipment is washed, fueled up, and put back in its proper location, or where it was originally moved from.
- The two bay doors on golf maintenance side of the shop must be closed by the last golf course maintenance employee onsite every day.

Community Center

Daily Opening Checklist:

- Clocked in and in proper uniform.
- Check that mirrors, sinks, toilets, and front windows look good.
- Front lobby and porch are swept and clear of debris.
- Parking lot clear of debris.
- Bathrooms stocked with toilet paper, paper towels and soap.
- Trash cans contain fresh liners.
- Bucket and mop are put away in mop closet.
- Computer and phone are in working order.
- Lights in the lobby, game room and restrooms are turned on.
- Game room, gym and upstairs is clear of debris and in usable condition.
- Voicemail and email have been checked and responded to.

Shift change Checklist:

Outgoing:

- Batch has been closed and reset with proper paperwork done and ready to be sent.

- Morning shift daily chore is completed.
- Verbal pass on completed with evening shift.

Incoming:

- Clocked in and in proper uniform.
- Voicemail and email have been checked and responded to.

Daily Closing Checklist:

- Batch has been closed and reset with proper paperwork done and ready to be sent.
- Daily pass on has been written.
- Both restrooms sink, mirrors, and counters look presentable for the next day.
- All trash can liners, including ones in stalls and outside, are emptied.
- All equipment used for the day has been properly put away.
- Evening shift daily chore is completed.
- Lights have been turned off and the front door will be locked.
- The supervisor has been made aware of any issues that have arisen during the day, and all equipment is otherwise in good repair and working order.

Park Rangers

- March through September during peak season, prep work is required to meet the demands of the parks. Opening and closing procedures differ between parks and events on weekends and holidays.

Bank and Mail Run Checklist: Monday-Friday

- Collect deposits from the safes in all facilities.
- Verify the amounts and bag numbers on their deposit logs for accuracy, then sign and date deposit logs.
- Verify the deposit bags are sealed.
- Record the bag numbers and amounts in the bank deposit log.
- Collect cash reports and take to admin.
- Ask each facility if they need change.
- Drop deposits off at the bank along with signed deposit log and pick up deposit slips from the previous day.
- Drop deposit slips off at finance in city hall.
- Hand deliver any departmental mail in city hall.
- Collect any mail for CRD and Civic Center, then distribute.

D. Fire alarm and Fire Suppression Systems

Aquatics Complex

Aquatics is not currently equipped with a fire alarm or suppression systems, however there are fire extinguishers located:

- Outside the lifeguard break room
- Outside the manager's office
- Inside the maintenance shed
- Inside the pump room

Boat House & Mini Golf

- Boat house and mini golf are not currently equipped with a fire alarm or suppression systems, however there are fire extinguishers located:
 - Inside the mini golf facility
 - Inside the boathouse facility

Civic/Convention Center

- Western States Fire Protection monitors the fire alarm: Phone Number account # S9118. They do an annual check of the system, including an inspection of sprinkler heads. They will call the city's facilities manager to schedule this; the scheduled date shall be when the building is not rented.
- The alarm is set to use Phone Number primarily, and Phone Number as secondary. Service for these lines is through AT&T; long distance is through Level 3. Invoices for these lines are sent to and processed through the finance department.
- When activated, the lights on the exhibit hall will turn off.
- ABC Fire Systems installed four dampers over the exhibit hall stage: to automatically open when there is enough heat to either melt an attached device or when the water flow is triggered (via fire alarm test or actual fire). The dampers must manually be closed back (from the roof).

Recreation Center

- Fire Protection monitors the fire alarm: Phone Number; Account Number. They do an annual check of the system, including an inspection of sprinkler heads.
- There are fire extinguishers located and clearly marked in each room at Recreation Center.

Nature Education Center

- Nature Center is not currently equipped with a fire alarm or suppression systems, however there are fire extinguishers located:
 - In the gift shop - on the wall between the kitchen and office door
 - In the boat house - on the wall by the entry door
 - In the nature center - mounted on the wall above the double sinks

Golf Course

- The Golf Course is not currently equipped with a fire suppression system but does maintain smoke sensors. Each room within the main building is equipped with a smoke sensor. The smoke sensors connect to main duct control, capable of shutting off air flow to key areas in the event of a fire.

- There are also fire extinguishers located:
 - In the dining room – on the back wall next to counter
 - In the kitchen – on the wall in the main entrance
 - In the lobby area – between the men and female’s restrooms
- The kitchen is equipped with an emergency vent hood over the grill. This acts as a fire suppression system as well. For service on this equipment, contact Ace Fire Equipment Co: Austin (512)-835-2020 or San Antonio (210)-333-7000.

Community Center

- The Community Center is not currently equipped with a fire alarm or suppression systems, however there are fire extinguishers located:
 - In the lobby
 - In the game room
 - In the upstairs classroom
 - In the ballroom
 - In the tree house

Park Rangers

- The park ranger facilities are not currently equipped with a fire alarm or suppression systems, however there are fire extinguishers located:
 - Inside the superintendent’s office
 - Inside the assistant superintendent’s office
 - Inside all park ranger vehicles

E. Emergency Evacuation Procedures

Policy Statement: All indoor facilities should have documented evacuation procedures. Each facility should conduct an evacuation drill at least once annually, and at least once during summer camp.

Aquatics Complex

- Upon discovery of a reason to evacuate the facility, immediately call 9-1-1 and inform of the reason.
- Staff meetup location is as follows:
 - After all patrons have exited the facility, staff will be in the breakroom with the door closed.
- Using the PA system and staff on-hand, inform patrons to proceed to the nearest exit and not to carry any belongings with them.
- Staff should be posted at each exit point to help patrons exit and ensure no one goes back into facility.
- Patrons should proceed with staff to congregation points. On the map below, red denotes patron exits and orange denotes staff exit and meeting areas. Three to four staff members and one manager will be

assigned to exit and wait with patrons for communication efforts. All other staff report to orange areas and wait for instructions.

- If possible, staff should quickly sweep bath house to ensure all patrons are out before exiting themselves.
- When fire/police/EMS arrive, allow them to take over the evacuation effort.
- Inform aquatics supervisor, or if they cannot be reached, continue up the chain of command to the parks director until someone is informed via direct conversation (not email/text message/voicemail). If no one can be reached, leave messages and do your best until you receive a response.
- Upon resolution of issue that caused evacuation, complete an incident report and submit to aquatics supervisor the same day.
- Facility will re-open at the discretion of the aquatic supervisor.

MAP HERE

Boat House & Mini Golf

- Follow the instructions provided by authorities.
- Notify others to evacuate.
- Take only your phone and essential items.
- Help those needing assistance.
- Notify police of missing or injured parties.

Civic/Convention Center

- Evacuation: exit the facility and gather at the evacuation assembly location.

INSERT FLOOR PLAN HERE

Community Center

- Building evacuation procedure:
 - Evacuation is mandatory when a fire alarm has been activated.
 - Do not use the elevator.
 - Take personal belongings, such as keys, wallets and purses.
 - Close doors as you exit. Do not lock the doors.
 - Move people to designated safety areas.

Nature Education Center

- See map of facility exits and congregation points.
- Upon discovery of a reason to evacuate facility, immediately call 9-1-1 and inform of reason.
- Staff should inform patrons to proceed to the nearest exit and not delay collecting any belongings.
- Staff should be posted at each exit point to help patrons exit and ensure no one goes back into facility.
- Patrons should proceed with staff to congregation points. On the map below, red denotes exits and orange denotes staff meeting area once evacuation is complete.
- If possible, staff should quickly sweep buildings and bathrooms to ensure all patrons are out before exiting themselves.
- When fire/police/EMS arrive, allow them to take over the evacuation effort.
- Inform supervisor, or if they cannot be reached, continue up the chain of command to the parks director until someone is informed via direct conversation (not email/text message/voicemail). If no one can be reached, leave messages and do your best until you receive a response.
- Upon resolution of issue that caused evacuation, complete an incident report and submit to supervisor on the same day.
- Facility will re-open at the discretion of the supervisor.

INSERT MAP HERE

Golf Course

Facility Evacuation

- Upon discovery of a reason to evacuate facility, immediately call 911 and inform of reason.
 - a. Staff meetup locations are as follows:
 - i. Maintenance staff will meet at maintenance barn
 - ii. Pro shop staff will meet at General Managers office
- Staff should be posted at each exit point to help patrons exit and ensure no one goes back into facility.
- If possible, staff should quickly sweep bath house to ensure all patrons are out before exiting themselves.
- When Fire/Police/EMS arrive, allow them to take over the evacuation effort.
- Inform General Manager, or if they cannot be reached, continue up the chain of command to the Parks Director until someone is informed via direct conversation (not email/text message/voicemail). If no one can be reached, leaves messages and do your best until you receive a response.
- Upon resolution of issue that caused evacuation, complete an incident report and submit to General Manager the same day.
- Facility will re-open at the discretion of the General Manager.

Community Center

- Building evacuation procedure:
 - Evacuation is mandatory when a fire alarm has been activated.
 - Take personal belongings, such as keys, wallets, and purses.
 - Close doors as you exit. Do not lock the doors.
 - Move people to designated safety areas.

INSERT GRAPHIC HERE

Park Rangers

- Park rangers will follow the evacuation procedures according to their nearest facility procedure and assist other park staff and patrons.
- Park shelter locations are:
 - Areas without structured facilities will use vehicles as shelter and evacuation locations

F. Critical Incident Response Procedures

Policy Statement: Each facility should have documented procedures describing how to respond to critical incidents. These procedures should be specific to facility type (aquatic, recreation center, etc.) All facility staff should be trained once per year on how to respond to critical incidents. Periodic inventory of safety and rescue equipment should be taken to ensure staff have the resources required to respond. If equipment is found to be in disrepair or missing, the division manager should be notified immediately.

Aquatics Complex

Water Rescue

- Once the rescue whistle and/or air horn has been heard, all lifeguards on break and managers immediately report to the scene with the following items:
 - Crash bag
 - Rescue report and incident report clipboard
 - Backboard, if necessary
- Call EMS and meet them at the entrance if necessary. EMS will be taken either through the gate by the outside women's restroom.
- One of the first lifeguards on scene will take place of the rescuing lifeguard over the zone of protection

as the back-up lifeguard.

- A water rescue report must be filled out for all rescues.

Emergency Procedure

- In any major emergency you have been trained to clear the pool and call 9-1-1.
- The aquatic supervisor will be informed as soon as possible if 9-1-1 is called. In the event of a drowning or major emergency, an employee not involved with the emergency will contact the aquatic supervisor immediately. If the aquatic supervisor is unreachable, follow the chain of command up to the director until someone is contacted.
- Administer the appropriate rescue and begin providing care.
- Once the situation is under control an Incident Report must be entirely filled out if injury or first aid care was provided to the rescued person. This is extremely important in case an investigation follows the incident. If anyone ever refuses care, have them sign the incident report stating so.
- Under no circumstances shall an employee discuss or make comments about any incident to anyone, including family, friends, patrons, or the media. A casual comment could have serious repercussions. All discussions shall be held in private.
- If the media approaches you, refer them to the manager on duty, who in turn will refer them to the CRD media spokesperson. (Reference the media policy).
- It is imperative that the designated incident report is filled out to the fullest ability once the emergency is under control.
- Ask all persons that witnessed the incident for their name, address, phone number, and statement.
- Get statements from all staff involved. *Everything must be documented!*
- Any irate or belligerent patrons should be referred to the manager on duty. Staff should not be distracted from the surveillance of their assigned zone nor the part played in the event of an emergency.
- In the event of a major emergency or drowning, the aquatic specialist, aquatic supervisor, and possibly outside services will counsel and conduct a support meeting for all aquatic staff.

Handling Chemicals

- *Never handle chemicals or enter the pump room without a manager present!*
- If a chemical leak occurs, you must determine if there is a need to evacuate the facility. The manager must note the direction of the wind and exit the facility through the safest exit. 9-1-1 must be called to report the chemical leak and get the fire department to report as soon as possible, and then call the aquatic specialist and aquatic supervisor to inform them of the situation. If the situation is serious and we are unable to allow people back into the pool, rain checks will be issued to all swimmers with a wristband.
- The following tips shall be followed to help make chemical adjustments safely
 - Chemicals should be stored properly. This includes keeping all chemicals locked in the chemical room. All chemicals must be kept away from heat sources and the containers must always remain sealed.
 - Gloves, goggles, and masks should always be worn when handling chemicals.
 - All chemical instructions must be read, understood, and followed.
 - A water hose should be nearby to assist in the cleanup of chemical spills.
 - Chemicals must be kept away from pool patrons. Swimmers should not be present when major chemical adjustments are being made.
 - When mixing chemicals: add chemicals to water, never add water to chemicals!

Pool Fouling Management Plan

- In the event of a pool fouling, action must be taken to ensure the safety of the public. A pool fouling includes such events as: vomit, fecal matter, or a large quantity of blood in the pool. Information was advised by the Center for Disease Control and the Certified Pool-Spa Operator Handbook.

Managing a Pool Fouling Incident:

- Direct everyone to leave all pools into which the water containing the fouling is circulated. Do not allow anyone to enter the contaminated pool until all decontamination procedures are completed. If necessary, post signage that the pool will be closed until further notice due to sanitation purposes. Immediately inform the cashier(s) so they may inform patrons before they pay admission.
- Remove as much of the material as possible using a net or scoop and dispose of it in a sanitary matter. It is best if you flush it down the toilet. Clean and disinfect the net/scoop. Do not vacuum fecal matter from the pool. After disinfecting the tools, place them in the pool during the following decontamination process.
- Perform a water test in the portion of the pool that was directly affected. Record the results in the daily log.

For Formed Stool

- Raise the free available chlorine level to 2ppm and make sure the pH is between 7.2-7.5.
- Maintain the free available chlorine level for at least thirty (30) minutes before opening the pool. However, if the free available chlorine was at or below 1.5ppm, the pool must be sanitized for 60 minutes (1 hour).
- At the end of the designated sanitation time, perform another water test to be sure that the chlorine and pH levels are safe before allowing anyone to enter the pool. Record the results in the daily log.
- If there is chlorine being registered on the water test, allow patrons back into the water after the designated time has passed.

For Diarrheal Discharge

- Raise the free available chlorine level to 20ppm. Maintain the pH between 7.2-7.5. Maintain the chlorine level for eight (8 hours).
- The filtration system should be operating the entire disinfection time.
- Backwash the filter after the full disinfection time. The filter effluent should be directed to waste, and not back to the pool.
- Return the chlorine level to the normal level (2.0-4.0 ppm) and conduct a water test before allowing anyone to enter the pool.

Animals & Algae

Stray Animals

- If a stray animal wanders into the pool area, be very careful around the animal. It may carry disease or harm you or others. For everyone's safety, do not allow anyone to get near or touch the animal and call animal control to have the animal removed from the facility.

Animals in the Pool

- If there is a live animal in the pool (except for ducks, fish, and those that are naturally in the Spring fed Pool), follow these procedures:
 - Immediately clear the pool.
 - Call animal control (*do not* attempt to remove the animal).

- Document the situation and have animal control send a status report on the animal.

Dead Animals in the Pool

- If there is a dead animal in the pool, follow these procedures:
 - Immediately clear the pool.
 - Follow appropriate personal protection procedures and scoop the animal out and put it in a bag. Sanitize any equipment used with bleach.
 - Test the water in the area and document.
 - Complete incident report and get names and contact information of anyone in contact with the animal.

Algae

- There are a few spots throughout the facilities that retain water. Consequently, after a while of sitting water, algae will begin to grow making the area very slippery and dangerous. Using a squeegee on these areas will help cut down on the algae problem. To get rid of the algae, scrub granular chlorine on the algae and let it sit for at least fifteen (15) minutes. Make sure the chlorine is completely washed away and cleaned up before allowing access to the area. Remember, the safety of the facility is your responsibility!
- For the Spring fed Pool, apply less than 30 lbs. of granular chlorine to Kiddie City and wait 25-30 minutes. Add 2:1 ratio of Sodium Thiosulfate over the chlorine to neutralize the chlorine before rinsing.

Boat House & Mini Golf

Water Rescue - Boathouse

- Once a situation has been determined an emergency, all cashiers immediately report to the scene with the following items:
 - Throw rope rescue bag, megaphone, use rescue boat if necessary (this includes boat motor, paddles, lifejackets, throw rope bag, megaphone and first aid kit)
 - Two (2) telephones-one to call the ranger on duty and then supervisor and one to call EMS (If needed or patient requests EMS)
- In any major emergency you have been trained to clear the area and call 9-1-1.
- The athletic coordinator and recreation coordinator will be informed as soon as possible if 9-1-1 or the rangers are called.
- If there is a major emergency or drowning, contact the athletic coordinator and recreation coordinator if these are unreachable, follow the chain of command up to the director until someone is contacted.
- Administer the appropriate rescue and begin providing care.
- Once the situation is under control an incident report must be *entirely* filled out if injury or first aid care was provided to the rescued person. This is extremely important in case an investigation follows the incident. If anyone ever *refuses* care, have them sign the incident report stating so. If they refuse to sign the incident report, have several witnesses (patrons and employees) sign the incident report stating that the patron refused treatment and refused to sign the incident report.
- Under *no* circumstances shall an employee discuss or make comments about any incident to anyone, including family, friends, patrons, or the media. A casual comment could have serious repercussions. All discussions shall be held in private.
- If the media approaches you, refer them to the manager on duty, who in turn will refer them to the CRD media spokesperson. (Reference the media policy).
- It is imperative that the designated incident report is filled out to the fullest ability once the emergency is

under control.

- Ask all persons that witnessed the incident for their name, address, phone number and statement.
- Get a statement from all staff involved. *Everything must be documented!*
- Any irate or belligerent patrons should be referred to the manager on duty. Staff should not be distracted from the surveillance of their assigned zone nor the part played in the event of an emergency.
- In the event of a major emergency or drowning, the athletic coordinator, recreation coordinator, and possibly outside services will counsel and conduct a support meeting for all athletic staff.

Severe Weather

Thunder/Lightning/Heavy Rain

- In the event thunder is heard, lightning is seen or there is heavy rain, facility operations will temporarily close. (30-minute rule- whenever lightning is seen or thunder is heard, you must start a timer for 30 minutes, each time you hear thunder again, the timer restarts)
- At boathouse, staff should inform all patrons in paddleboats via megaphone to return to the docking area.
- Staff should bring in all equipment and put it away properly.
- Patrons can stay and wait out the rain, or they may leave. No refunds will be issued. They may receive a rainy-day pass if the facility closes for the remainder of the day.
- Inform athletics coordinator, if they cannot be reached, continue up the chain of command to the director until someone is informed via direct conversation (not email/text message/voicemail). If no one can be reached, leave messages and do your best until you receive a response.
- Facility will re-open at the discretion of the athletics coordinator.

Civic/Convention Center

Emergency Action Procedures

- Check the scene and the victim. Do not place yourself in harm's way to assist in an emergency. Your safety is your top priority. Ask yourself these questions before acting:
 - Is the scene safe? Can I make the scene safe or do I need to wait for EMS to arrive to make the scene safe?
 - What happened?
 - How many victims are there?
 - Can bystanders and or co-workers help?
- Call 9-1-1. Call EMS personnel if the victim has any life-threatening conditions or if you have any doubts about the seriousness of the victim's condition. Examples:
 - If victim does not have a pulse.
 - If victim is unconscious or is in an altered level of consciousness.
 - If victim has trouble breathing or breathing in a strange way.
 - If victim has chest pain or pressure.
 - If victim is bleeding severely.
 - If victim has pressure or pain in the abdomen that does not go away.
 - If victim is vomiting or passing blood.
 - If victim has seizures, a severe headache or slurred speech.
 - If victim appears to have been poisoned.
 - If victim has an injury to the head, neck, or back.
 - If victim has possible broken bones.

- If there is a fire or explosion.
- If there is presence of poisonous gas.
- If there are any vehicle collisions.
- If there are victims who cannot be moved easily.
- Care for the victim. Get permission to give care to a conscious victim. Permission is implied if the victim is unconscious or unable to respond.
 - Always care for life-threatening emergencies first.
 - Apply CPR as needed. (Staff is trained by the Fire Department bi-annually)
- If the victim has life threatening conditions, check for:
- Consciousness
 - Does the victim have an open airway?
 - Is the victim bleeding severely?
 - Is the victim breathing? Check ABCs - open Airway, check for Breathing, Circulation (check pulse/heartbeat)

Emergency Phone Numbers:

Center Manager:

Lead Facility Specialist:

Event Coordinator:

Facilities Manager:

Utility Companies

Poison Control

In all emergencies:

- Call 9-1-1. If you cannot speak, dial and leave the connection open. If you can't make the call yourself, point and say to a coworker, "Joe, call 9-1-1."
- Stay calm & under control.
- Do not rely on cell phone communication.
- Notify other staff and guests of emergency, if not known to them.
- Decide and communicate which staff is in which role (fire suppression, head counter, evacuation leader, etc.).
- Use cell phones and fire panel microphone as needed to communicate.
- Communicate the reporting location as needed.
- Give clear concise instructions to co-workers and guests.

Lock Down:

- Receive the alert/notification.
- Lock all exterior doors.
- Acquire necessary belongings and supplies (purse, cell phone, emergency kit).
- Check for staff and guests as you move through the building.
- Close doors as the rooms are confirmed to be empty.
- Move to staff office (primary, if only staff is in the building) or the exhibit hall (secondary, if guests are in the building).
- Check in with the team leader and stay in that location. Further instructions will be given once the emergency has been eliminated.
- Organize and take roll call to account for everyone.
- Brief co-workers once in safe area.
- Submit necessary paperwork to emergency management coordinator.

Take Appropriate Action –according to emergency

- Fire suppression – manning and operation of fire extinguisher
- Pulling the fire alarm – self-explanatory (know where these are located)
- Head counter – counting personnel for accountability and ensure all visitors are out of harm’s way
- HVAC turn *off* – know where this is located and know how to turn off
- Main power *off* – know where this is located and know how to turn off

Recreation Center

Hazardous Spill

- If the incident is indoors, close all doors in order to isolate the area if it is safe to do so.
- From a safe area, call 9-1-1 and be prepared to provide the following information if possible:
 - Name of the material
 - Quantity of the material
 - Time of the incident
 - Location of the incident (where in Recreation Center)
 - If anyone has been injured or exposed to the material
 - If a fire or explosive is involved
 - Your name, phone number and location
- Follow direction offered by the emergency responders.

Nature Education Center

Water Rescue

- During kayak rentals or programming, a staff member will be scheduled for “boat house” or “program lead.” This staff member is responsible for monitoring guests during kayak rentals. They should remain by the water during the entire kayak rental and are responsible for carrying a radio. The gift shop staff member on duty should also have a radio during rentals. If the staff member working kayaks needs to be relieved of duty during a rental, they should radio another staff member to cover. The staff member on duty should have water rescue equipment with them at the water’s edge during each kayak shift.
- **Rescue Steps:**
 - Staff member on kayak duty radios to gift shop to notify that a rescue is underway.

- Gift shop staff member heads to dock to assist, bringing cell phone to call 9-1-1 if necessary.
- Staff member on kayak duty performs rescue according to their water rescue training and begins to provide appropriate care.
- The supervisor will be informed as soon as possible if 9-1-1 is called. If the supervisor is unreachable, follow the chain of command up to the director until someone is contacted directly.
- Once the situation is under control, an incident report must be entirely filled out if injury or first aid care was provided to the rescued person. This is extremely important in case an investigation follows the incident. If anyone ever *refuses* care, have them sign the incident report stating so. If they refuse to sign the incident report, have several witnesses (patrons and employees) sign the incident report stating that the patron refused treatment and refused to sign the incident report. It is imperative that the incident report is filled out in its entirety once the emergency is under control. Ask all witnesses for their name, address, phone number, and a statement. Get a statement from all staff involved. Everything must be documented.
- Under no circumstances shall an employee discuss or make comments about the incident to anyone (including family, friends, patrons, or the media). A casual comment could have serious repercussions. All discussions shall be held in private.
- If approached by the media, refer them to the manager on duty, who will in turn refer them to the CRD media spokesperson. (Reference the media policy).

Golf Course

Lost Person

- In the event of a lost person, get a description of the person and where he/she was last seen. At the Golf Course, an announcement may be made over at the front desk to inform guest to be on the lookout for such person. All staff working at that time should be informed and given a description of the missing person and start a search. If the person is not found right away, immediately inform a Parks Ranger and Department Leadership soon after. The General Manager must be informed immediately if such a situation arises. Be sure to complete any pertinent forms.

Golf Park Closures

For safety reasons, there may be times when the facility must be closed due to bad weather or other conditions.

- **Closing for rain** (this consists of heavy rain- where patrons could damage property with carts), is up to the discretion of the Manager on duty. Clear the entire facility. The facility will reopen when the golf course is playable.
- **Warning and Information Signs** will be posted at the clubhouse, #1 and #10 tee box, restrooms at holes 6 & 15.
- There may be times when **incidents and emergencies** happen in LPGC. Due to the discretion of the Manager on duty, the golf course will be closed. For notifying Managers of severe weather the General Manager will decide. If the facility closes for the remainder of the day due to weather or incidents, all employees will still be on call and responsible for their shift. Failure to respond or return to work when on call will result in disciplinary action.
- Rain checks will be issued based on the number of holes played if the facility closes for the entire day.

This sign will be posted in the clubhouse; pro-shop counter. This Sign is posted at the clubhouse, restrooms on-course (hole #6 and 15), and #1 and #10 tee boxes.

Park Rangers

Lost Person

- **Code Pink**
- If you encounter a lost child situation, contact your supervisor via cell phone, and let them declare a “Code Pink” if needed. Do not broadcast any information about the incident on the radio unless otherwise instructed. The supervisor will give all rangers in the area specific instructions. The supervisor will clear the “Code Pink” once the child has been found.
- **Reverse Code Pink** – Lost parent

Flooding Procedures

- Once flooding is expected, a designated ranger will be placed on call for maintenance assistance.
- Once it is determined by the CRD that the river is closed, signs from the bike barn need to be placed in the following locations. Gates at gateway.
- Rangers will assist maintenance with take down and replacement of tube chute ropes over the dam.
- Once it is determined by CRD that the river is open, signs will be taken back to the bike barn and all gates will be unlocked.
- **Comal Sign Placement:**
- Hinman Island- (3) “Attention River Closed” signs, one placed at each sidewalk entrance.
- Gateway- (1) “Attention Park Closed” sign at gate entrance, and (1) “Area Closed” sign at tube chute gate. All gates to be closed and locked.
- Mill Street (River Management)- (1) “Area Closed” sign at main gates. All gates to be closed and locked.
- **Guadalupe Sign Placement:**
- Cypress Bend Park- (2) “Attention River Closed” Signs, one at main entrance near flag pole and one placed at “shuttle only” entrance.

Below are departmental wide Critical incident response procedures. Each category lists procedures all divisions will follow.

Robbery & Burglary

- If this ever occurs- *give them the money!* Your safety is of the utmost importance. Try as much as possible to get a detailed description of the assailant. At the first chance immediately call the police, and then follow the appropriate chain of command within the division. The following are tips to go by:
 - Keep it short.
 - The longer a robbery takes, the more nervous the robber becomes.
 - Calmly handle the potential robber as if you were making a sale to a customer.
- The average robbery takes less than two minutes.
 - Obey the robber’s orders.
 - Don’t argue with the robber.
 - Robbers seldom hurt people who cooperate with them.
- Let the robber know that you intend to obey.

- Give the robber all the cash and merchandise they want.
 - If you recognize the robber, do not in any way indicate to the person that you do!
- If you are unclear of what the robber is instructing you, ask.
 - Keep calm.
 - Observe the robber's height, weight, race, sex, facial appearance, clothing, tattoos, and anything unordinary about the person.
- Tell the robber about any possible surprises.
 - If you must reach for something or move in any way, tell the robber what to expect.
 - If someone is in another room who might enter the room, be sure to make the robber aware of the person.
- Don't fight the robber.
 - The money isn't worth risking harm to you.
 - Trying to attack an armed robber is foolish, not heroic.
 - If the robber is going to use you as a hostage, or you feel that the robber is going to harm you, it may be in your best interest to fight for your life.
 - Only use a weapon if you feel you need to defend your life.
- Don't chase or follow the robber.
 - To chase a robber is to invite violence. The police could mistake you for one of the robbers.
- Call the police.
- Keep necessary phone numbers near the phone.
- Don't hang up the phone until 9-1-1 tells you to do so; make sure they get all pertinent information.
- Protect the Crime scene; don't touch any evidence.
- Assess any damages and/or how much cash or product was taken.

Burglary & Vandalism

- If you notice the facility has been broken into, please call the appropriate supervisor. Fill out an incident/accident report. Document the damages and what is missing.

Workplace Violence

- Angry customer or co-worker.
 - Stay calm, listen attentively, maintain eye contact, be courteous and patient, keep the situation under control and notify a supervisor.
 - Do not argue with the person, as this will further enrage them.
 - If the situation escalates, have someone get a supervisor or call the police.
- Threats with a gun, knife, or weapon:
 - Stay calm.
 - Do your best to get aquatic staff out of the area and report to the building, with doors locked once everyone is inside.
 - Signal to someone that you need help and to call 9-1-1.
 - Maintain eye contact.
 - Stall for time.
 - Keep talking-but follow instructions from the person who has the weapon.
 - Don't risk harm to yourself or others.
 - Never try to grab a weapon.
 - Watch for a safe chance to escape to a safe area.
 - After you are safe, call 9-1-1 and notify a supervisor.

Life Threatening Injuries

- Call 9-1-1. Initiate CPR (only if victim is unresponsive and not breathing).
- Have a secondary staff member meet the ambulance and guide paramedics to the victim's location.
- Give care as needed until EMS takes over.
- Either during or after care, have a secondary staff member complete an incident report. After the report is completed, leave form in supervisor's box.
- Inform supervisor by phone. If they cannot be reached, continue up the chain of command to the parks director until someone is informed via direct conversation (not email/text message/voicemail). If no one can be reached, leave messages and do your best until you receive a response.
- Take any corrective action necessary to prevent injury from occurring again.
- Check with staff involved with incident to ensure they can continue to work after encountering the incident and do not need time off or counseling before returning to duty.

Contact with Bodily Fluid

- If an injury involves bodily fluids of any kind, please adhere to the following safety requirements:
 - Survey scene and put on gloves before beginning aid
 - Put all bandages in separate container and dispose in the proper area
 - Clean all bloodstains with liquid bleach for 10-15 minutes
- Wash hands thoroughly with soap for several minutes and remove any clothing that was soiled with bodily fluids

Fire Procedures

Controllable Fire (can be put out with extinguisher)

- Clear all persons away from fire and put out flames with nearest extinguisher. If the attempt at extinguishing the fire fails, follow the procedures for an uncontrollable fire (below).
- Call 9-1-1 immediately, even if small and source is known. City fire code requires that all unwanted fires be reported to the fire department for investigation.
- Follow instructions as given by the fire department.
- Inform appropriate supervisor, or if they cannot be reached, continue up the chain of command to the director until someone is informed via direct conversation (not email/text message/voicemail). If no one can be reached, leave messages and do your best until you receive a response.
- After fire department gives okay, return to site of fire and complete incident report/property damage report. Submit to appropriate supervisor the same day of report and fire.

Uncontrollable Fire

- Call 9-1-1 immediately.
- Evacuate facility per the evacuation plan.
- Inform appropriate supervisor, or if they cannot be reached, continue up the chain of command to the director until someone is informed via direct conversation (not email/text message/voicemail). If no one can be reached, leaves messages and do your best until you receive a response.
- After fire department gives okay, return to site of fire and complete incident and property damage report. Submit to aquatics supervisor the same day of report and fire.

Gas Leak

- Immediately upon discovery of a gas leak, call 9-1-1.

- Do not use light switches or other apparatus likely to produce a spark.
- Evacuate facility per the evacuation plan.
- Inform maintenance. If after hours call on-call maintenance.
- Inform appropriate supervisor, or if they cannot be reached, continue up the chain of command to the director until someone is informed via direct conversation (not email/text message/voicemail). If no one can be reached, leave messages and do your best until you receive a response.

Suspicious Persons

- If you suspect that a patron(s) is under the influence of drugs or alcohol, do not approach the patrons(s) and draw attention to your suspicion. Call the park rangers (or police department if rangers are unavailable) and let them know that you do not have an emergency but that you'd like an officer to come to your facility to speak to the patron(s). Explain your suspicion, make a note of what the patron(s) looks like and wait for the officer. When the officer arrives, provide the information requested. The officer will make the determination if the patron(s) need to be asked to leave or if further action is required. Fill out an incident report to document the situation.

Communication During an Emergency

- When an emergency occurs, the need to communicate is immediate. If operations are disrupted, customers will want to know how they will be impacted. Regulators may need to be notified and local government officials will want to know what is going on in their community. Employees and their families will be concerned and want information. Neighbors living near the facility may need information, especially if they are threatened by the incident. All of these "audiences" will want information before the business has a chance to begin communicating.
- An important component of the preparedness program is the Crisis Communications Plan. An organization must be able to respond promptly, accurately and confidently during an emergency in the hours and days that follow. The image of an organization can be positively or negatively impacted by public perceptions of the handling of the incident. There are many potential audiences that will want information during and following an incident and each has its own needs for information. The following is a list of potential audiences all staff members may come across during an emergency:
 - Customers
 - Survivors impacted by the incident and their families
 - Employees and their families
 - Management (See chain of command)
 - News media
- Audiences like news media outlets, families of employees and upper management will be handled by the management team. Staff members are to refrain from making any comments to news media about emergency events unless given specific instructions to do so.
- During an emergency, it is important that staff members continue to provide guests with superior customer service. This is outlined in the steps below:
 - Maintain a sense of urgency, not a sense of panic. Running, shouting and cutting through a Crowd may seem essential to emergency response, but be aware of how guests may perceive responders' handling of the incident.
 - Remember that guests are human. When responding quickly to an emergency, bystanders can often become less of a priority to responders. Remember to act professionally and acknowledge them while responding as needed.
 - Be informative, not speculative. Keep guests aware of which areas are affected by the incident

without giving unnecessary details. Assure guests that you aim to keep them informed as details come in.

- Manage extra staff effectively. While having a large team in place to respond to a large emergency is great, overcrowding of less severe situations can lead to a mismanaged response. If all tasks are effectively being responded to, have extra staff clean, facilitate opening and closing gates for emergency personnel and rotate out with other staff members responding directly to the emergency.

Lost Person

- In the event of a lost or missing person, get a description of the person and where they were last seen. If the person is not found right away, immediately clear and search the area. The staff will split up and search the entire facility. Inform a park ranger *and* 9-1-1 immediately if the water may need to be cleared for a missing person search. If a park ranger is unavailable, the police may need to be involved at the discretion of management. Appropriate supervisors must be informed immediately if such a situation arises.

Bomb Threats

- Any person receiving a phone call involving a bomb threat or a threat against an individual should attempt to obtain as much information as possible from the caller. This information is valuable in determining the validity, urgency, and nature of the threat, and consequently, in determining what action is appropriate in response to that threat.
- The *exact words* of the caller and information concerning the location and expected detonation time of the explosives are of the utmost importance. Write down the *exact words* as soon as possible so they will not be forgotten or distorted.
- The person making the threatening call may reveal personal information about themselves that will enable authorities to identify them. Persons receiving such calls should be aware of the following guidelines and suggestions:
 - Be calm, courteous, and listen. Do not interrupt the caller. Take written notes of the conversation.
 - Quietly signal for someone to call 9-1-1. The best way is to write a note saying, “Call 9-1-1! We are receiving a bomb threat! This is not a joke.”
 - Try to keep the caller on the line, if possible, in order to obtain as much information, characteristic comments or accents as possible. This can be done by pretending to have a bad connection.
 - Ask the caller to repeat the message. Attempt to ascertain the type of device, what it looks like, where it’s located, what time it will go off, etc.
 - Pay attention to any background noises such as music, type of music, train whistles, sirens, jet airplane engines, and any other noises that might provide clues as to the location of the caller.
 - Listen closely to the voice (male/female, young/mature), voice quality, accents, speech impediments, or words/phrases used repeatedly.
 - If time permits and the caller is talkative, ask questions such as, “Who is this calling, please?” or “What is your name?” In some instances, the caller may unintentionally reply with their name.

Tornado/Hurricane

- In the event a tornado is sighted, or a tornado watch/warning is issued by a weather authority, facility operations will cease. All patrons will be informed to seek shelter indoors at the most central point of the building, away from windows and doors.
- If a warning is issued:
 - Notify the staff and public. The patrons will most likely leave the facility to seek shelter. However, some may feel it's best to stay at the facility. Both options are fine.
 - Secure the cashier stations.
 - Seek shelter at the center interior point of the building away from windows and doors.
 - All persons are to remain in the designated shelter area until the weather passes or directed by city staff that imminent danger has ceased.
 - Personnel will be allowed to leave when the facility is completely evacuated. Otherwise, senior staff and management will stay until it is cleared.

Hail Storms

- In the event of a hail storm, follow normal thunderstorm procedures and make sure everyone is inside or not in danger of being hit by hail.

Shelter/Lockdown

- In the case of environmental contamination, building intrusion, or other incidents deemed necessary by city management, staff will proceed with the following procedure:
 - Close and lock doors and windows if applicable.
 - Move to a predetermined safe area inside the room.
 - Stay away from doors and windows.
 - Take roll call and be prepared to account for any missing persons.
 - Contain and maintain all persons.

Stay put until the "All Clear" has been given by the emergency response team or city staff.

LAKEWOOD COMMUNITY RESOURCES EVALUATION PROCESS

EVALUATION

1. Lakewood Community Resources shall use a variety of measurements to gauge activity, facility, park, program, service, and usage in determining participant satisfaction. This document shall help guide staff during the evaluation process.
2. Seeking evaluations of programs and facilities is critical to revising existing programs and facilities, and/or creating new ones. Evaluation also helps define the value and interest of Community Resources facilities and services, through input from citizens and participants. Sharing this information with Community Resources staff, City administration, and elected officials is key to continued positive support of Community Resources.
3. The Community Resources Director is responsible for ensuring that staff are trained in evaluation processes and for overseeing the integrity of the evaluation program.
4. Division Managers are responsible for designing evaluations that will answer necessary questions to improve programs moving forward. Input from program coordinators will be used to formulate these surveys.
5. Evaluations will be conducted at the conclusion of the activity, program, facility rental, and/or special event through by the designated evaluation form, or online evaluation method.
6. After the evaluations are completed, the results will be shared with Division Managers, who will review the results with program staff.

REPORTING AND CONTINUOUS IMPROVEMENT

1. Lakewood Community Resources records statistics on recreation program participation, facility usage and customer satisfaction for evaluation, reporting and analysis in order to continue improving our offerings. These statistics are included in monthly and annual reports.
2. Reports are submitted to the City Manager and provided to the City Council on a regular basis.
3. These reports are used to review operations, programs and facility operations. They are closely monitored when developing budgets and programs for following years.

DEVELOPMENT OF EVALUATIONS

1. Management staff is responsible for developing evaluation processes.
2. Once developed, the Director of Community Resources shall review and approve for distribution.
3. From time to time, the Director may contract with consultants to assist in the evaluation process through design of the evaluation tool and/or implementation of the evaluation process through meetings, focus groups, and presentations.

PERFORMANCE MEASURES

Performance measures in recent years have become the backbone of successful organizations. They have moved beyond the simple collection of facts that measure volume of work. The key components of modern performance measurement are:

- **Outcomes** are the benefits or changes for participants in programs or recipients of services during or after the program or strategy is implemented.
- **Inputs** are the physical, financial, and human resources allocated to or consumed to do work.

- **Activities** are what the program or strategy does with the inputs provided. Activities include the tasks, steps, methods, techniques, and operations performed.
- **Outputs** are the elements of operation or level of effort, the products or services resulting from the implementation or accomplishment of work.
- **Efficiency** is measured by the unit cost required to perform the work in terms of dollars. "How well did the organization "use" the budget to perform work?"
- **Effectiveness** is a service quality measure of the work performed. Effectiveness is measured in % of work set out to be performed.

It is recommended that the Department utilize the template provided as a separate document to develop three to five performance measures for each of the ten core program areas to determine and, in turn, communicate the level of success they are achieving on an annual basis. From these core program area performance measures, the Department will identify three to five Key Performance Measures that are most representative of Department's functions.

Parks & Recreation Department
Pre-Program Analysis

Class Name:

Session/Season:

Instructor Name:

Budget Org Key:

Program Description/Overview

Program Goals/Objectives (Minimally 3 Specific Goals/Outcomes)

x

x

x

x

How does this program align with the Department's Mission/Vision/Values?

Target Population - Who will this program serve? (specify age group(s))

Target Geographic Area(s) - What area of town will this program be held and why?

☒ East

☐ Central

☐ West

Are the required knowledge/skills/abilities available within the department?

☐ Yes☐ No

Is a partnership or collaboration with an outside organization needed?

☐ Yes☐ No

List possible partners:

Should we conduct a "pilot" of this program and why?

☐ Yes☐ No

Information Available

Maximum class capacity:

Minimum enrollment:

Proposed cost per resident:

Proposed cost per nonresident

Nonresident differential

0

Number Meetings:

Hours Per Meeting:

Location:

Park/School

0

Signature Facility

0

Contractor's Facility

0

Proposed Instructor Costs

		@ Max	@ Min
Per participant:	0.00	0.00	0.00
Percentage:	0.0%	0.00	0.00
Per class:	0.00	0.00	0.00
Per hour:	\$ -	0.00	0.00
		\$0.00	\$0.00

Overview of Proposed Fees

	@ Max	@ Min
Instructor pay per hour:	#DIV/0!	#DIV/0!
City cost per hour per person:	#DIV/0!	#DIV/0!
	Res	Non
Participant cost per hour:	#DIV/0!	#DIV/0!

Revenue					
	@ Max	@ Min		@ Max	@ Min
Gross Revenue:	\$0.00	\$0.00	Differential NR Revenue	0	0
Expenses					
Direct Costs:	@ Max	@ Minimum			
Instructors	0.00	0.00	Include employee pmts by % or per hour		
Additional Costs	0.00	0.00	Include materials, books, t-shirts		
Marketing	0.00	0.00	Include mailers & activity guide (\$650 pp summer used for est)		
Indirect Costs:					
Facility	0.00	0.00			
Indirect Staffing	0.00	0.00	0.1		
Total Costs	\$0.00	\$0.00			
Financial Analysis					
Recovery goal		115%			
Recovery % @ max & 23% Non Res		#DIV/0!	Net revenue @ max & 23% Non Res		\$0.00
Recovery % @ min & 23% Non Res		#DIV/0!	Net revenue @ min & 23% Non Res		\$0.00
		#DIV/0!			
Enrollment needed for 100% recovery		aka "Break Even Point"			
- - - -				Based on 23% Nonresidents	
Enrollment needed for recovery goal		aka "Meets Goal"			
- - - -				Based on 23% Nonresidents	
Comments					
Other Considerations					

APPENDIX D

Parks, Recreation Libraries Department - Post Program Analysis

Class Name: _____ Session/Season: _____
 Budget: _____

By the Numbers

How much revenue was recorded in CLASS? _____ Differential NR Revenue **\$0**
 How much grant revenue, if any, does program receive? _____
 How much in non staff costs were incurred? _____ *include materials, supplies, books, t-shirts etc.*
 How much space was used in the activity guide for advertising? **full page** Guide: **summer**
 Where was the program held? _____ Location type: **park/school**
 For the program coordinator and supervisor, how much work was the class? **a lot**
 Did program involve "non-instructor" staff time (such as Sparks, TRL, MGOL, special events)? Enter number of hours (not included in staffing figures below). These are hours not charged directly to program but hours associated with providing it. **0**
 Where does program fall in the pyramid? **Highly INDIVIDUAL**

Instructor Costs/Staffing Hours - Includes Prep Hours

Position	Total Hrs	Rate	Cost	
Rec Pgm Leader		\$19.95	\$0.00	How much was paid to the instructor?
Facility Manager		\$19.00	\$0.00	(not included to the left)
Pool Manager		\$19.00	\$0.00	
Asst Pool Mngr		\$15.92	\$0.00	How is the instructor paid?
Aquatic Spec III		\$15.68	\$0.00	Per person: \$0
Aquatic Spec II		\$14.25	\$0.00	Per class: \$0
Aquatic Spec I		\$12.96	\$0.00	Percentage: \$0
Rec Cashier II		\$14.03	\$0.00	Per hour \$0
Rec Cashier I		\$12.76	\$0.00	
Rec Specialist III		\$15.44	\$0.00	
Rec Specialist II		\$14.03	\$0.00	
Rec Specialist I		\$12.76	\$0.00	
Rec Aide		\$10.50	\$0.00	
Librarian			\$0.00	
Library Tech			\$0.00	
Library Asst			\$0.00	
Library Page		\$14.04	\$0.00	
Library Trainee		\$12.76	\$0.00	
Maintenance			\$0.00	
Preschool Teacher		\$17.76	\$0.00	
Scorer 1		\$11.24	\$0.00	
Contract instructors		\$0.00	\$0.00	
Total Salaries			\$0.00	

Attendance & Participation

Number classes offered: _____ Hours per course: **0**
 Number classes cancelled: _____ Hours of experience: **0**
 Percentage of Classes Held: **#DIV/0!** Class held vs. offered goal: **80%**

	Participants	Rates	Wait List	Capacity
Residents		\$100		
Nonresidents		\$110		
Total	0		0	
	Boys _____	Comments _____		
	Girls _____			

Expenses

Direct/Controllable Costs: _____ Indirect Costs: _____ What do indirects cover?
 Instructors/Staff **\$0.00** Facility **0.00** *facility custodial, utilities etc.*

Parks, Recreation Libraries Department - Post Program Analysis

Class Name: <input type="text"/>		Session/Season: <input type="text"/>	
Budget: <input type="text"/>			
Additional 5000s Costs	<input type="text" value="0.00"/>	Indirect Staffing	<input type="text" value="0.00"/> <i>pgm coord, pool mngr, sups</i>
Marketing	<input type="text" value="900.00"/>	Admin Overhead	<input type="text" value="0.00"/> <i>training, gen liablt, superintendents</i>
Subtotal Direct Costs:	<input type="text" value="\$900.00"/>	Total Costs	<input type="text" value="\$900.00"/>

Financial Analysis

Recovery goal (compared to controllable costs)	<input type="text"/>	Total recovery range from pyramid	<input type="text" value="100%+"/>
Controllable cost recovery percentage	<input type="text" value="0%"/>	Total recovery percentage	<input type="text" value="0%"/>
Net Revenue:	<input type="text" value="(\$900.00)"/>	Program capacity realized:	<input type="text" value="#DIV/0!"/>

Comments

Other Considerations

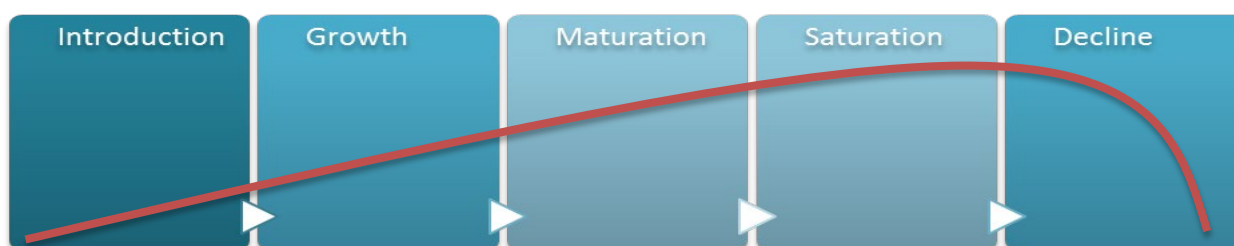
Location:	<input type="text" value="0"/>	Customer satisfaction:	<input type="text"/>
Program offering:	<input type="text" value="New"/>	Customer satisfaction goal:	<input type="text" value="95%"/>
How was data gathered?	<input type="text" value="Grouped/Avg"/>	Recommendation	<input type="text" value="Nuture/Grow"/>
Program curriculum required:	<input type="text" value="Annually"/>	Provided?	<input type="text" value="yes"/>

Mark the top three Core Values of program:

<input type="checkbox"/> Fun & Celebration	<input type="checkbox"/> Community	<input type="checkbox"/> Safety	<input type="checkbox"/> Learning	<input type="checkbox"/> Stewardship	<input type="checkbox"/> Inclusion
<input type="checkbox"/> Creativity	<input type="checkbox"/> Diversity	<input type="checkbox"/> Collaboration	<input type="checkbox"/> Innovation	<input type="checkbox"/> People	<input type="checkbox"/> Health & Wellness

Target Audience:	Age Group:	Geographic Location:
Did program meet stated goals & objectives?	<input type="text" value="yes"/>	
If no, why?	<input type="text"/>	
Program Life Cycle:	<input type="text" value="Maturation"/>	

Program Life Cycle



Move this symbol to Life Cycle graph showing where you would place it at this time.
 Action plan to move program into maturation/saturation:



If program is now in "decline," does evaluation support program termination?	<input type="text" value="no"/>
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Updated August 2013

Program Stage Indicators

Use to identify Life Cycle State and Develop Potential Interventions/Program Termination Decisions

Introduction

- Staffing costs are high
- Attendance and service hours are low
- Program enrollment is one half or below capacity
- Average cost of participant is high

Growth

- Enrollment, service hours and attendance increase substantially
- Average cost per participant decreases
- Revenues increase
- Enrollment is at 75% of capacity

Maturation

- Revenue increases slowly
- Average cost per participant decreases
- Enrollments begin to decline

Saturation

- Revenue declines
- Average cost per participant increases
- No new participants
- Staff/participant ratios increase

Decline

- Staff hours increase; staff/participant ratios increase
- Revenue decreases significantly
- Attendance drops dramatically (below 25% of capacity)

Program Life Cycle Audit Results

Action plan to move program into maturation/saturation:

- 1.
- 2.
- 3.
- 4.

If program is in "decline" at last offering, develop action plan to revitalize program:

Changes in Product:

Changes in Price:

Changes in Promotion:

Changes in Place:

IMAGINE
TOMORROW

Arts, Parks & Recreation for All

